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Directions for the Future: Unifying and Intensifying Country Support



2003

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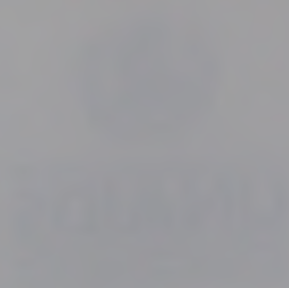
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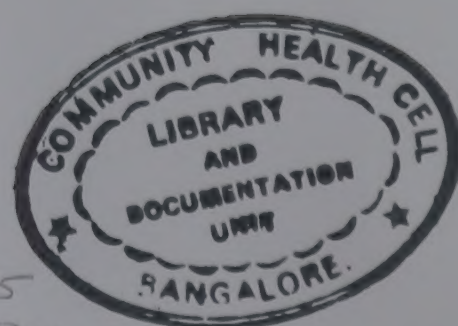
Directions for the Future: Unifying and Intensifying Country Support



2003



Uniting and Strengthening Country Support
Directions for the Future



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"Half-measures and piecemeal responses do not work. An agenda for change has been embraced by the United Nations, and by all the nations of the world, when they endorsed the Declaration of Commitment on HIV/AIDS at the UN General Assembly Special Session on HIV/AIDS in June 2001. The time has come to put all the pieces together. Plans have been made. Needs are clear. Solutions are available. Leadership is gathering momentum. Now act! Our overriding concern must be to support the move to large-scale implementation."

— Dr Peter Piot, Executive Director, Joint United Nations Programme on HIV/AIDS



Foreword

The 13th meeting of the UNAIDS Programme Coordinating Board (PCB) in 2002 recognized the need for specific improvements in UNAIDS functioning at country level, including the importance of better and more coordinated support to expanded, multisectoral national responses. As a result, the PCB recommended intensified country action and support.

This document is an operational tool that has been developed by the Country and Regional Support Department (CRD) in order to pursue actions recommended by the PCB. The document provides a comprehensive framework for strategic management. It includes a listing of strategic objectives of the Department, 13 key results to be achieved, priority countries, major activities, monitoring and reporting indicators and the budget of the Department.

The overall goal of CRD is to scale up national responses to HIV/AIDS. This document offers a road map for the future directions of CRD in its efforts to achieve that goal. By selecting areas of strategic intervention and focusing our resources on a fixed number of countries per year, CRD will be able to report on specific progress in specific countries. However, this should not be interpreted as leaving out the rest of the countries; CRD will continue to provide basic support to countries, upon their request.

It is also important to highlight from the outset that there are important issues that need to be addressed as part of CRD's action in achieving each of the 13 key results. These include leadership, human rights, human capacity development, and humanitarian emergencies.

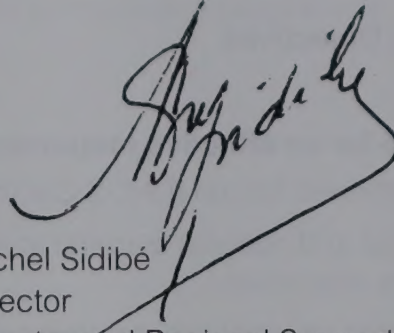
Leadership for the national response requires the inclusion of powerbrokers and influence-holders from all sectors of society. This includes national and local leaders: presidents, priests, parents, teachers and people living with HIV/AIDS. In order for them to be successful, they need to have the strengthened capacity to lead with confidence in their spheres of influence. Through the support of civil society networks, the solicitation of private-sector inclusion in national HIV/AIDS responses, the encouragement of intergovernmental alliances against HIV/AIDS, and leadership initiatives such as the AIDS Watch Africa, the Organization of African First Ladies against HIV/AIDS (OAFLA), the Asia-Pacific Leadership Forum, and the CARICOM Youth Ambassadors Programme, CRD will provide support for the expansion and strengthening of leadership capacity.

The United Nations response to any human challenge must be grounded in a framework that holds as inalienable the principles of **human rights** and human dignity. Therefore, it is important to ensure that these principles remain cornerstones of the UNAIDS approach that CRD maintains its commitment to a human rights-based response to HIV/AIDS, which supports the dignity of all involved.

Even when all these inputs are fully present, HIV responses fail when **human capacity** for management and implementation is absent. Strategic information and human capacity are both needed in order to successfully scale up national HIV/AIDS responses. Both depend upon local and external inputs. Accurate data and information must be strategically managed and utilized to guide programmatic efforts. Throughout the conceptualization of its future directions, CRD has mainstreamed human capacity development within virtually each key result to be achieved. Even in situations where financial resources are sufficient for effecting change, the limiting factor of human resource availability stifles success. While it does not appear visibly as a separate key result, human capacity for accomplishing the tasks ahead is understood to be of critical importance, and its development is recognized as a certain high priority for UN assistance.

Similarly, CRD recognizes that many of the countries within which it must serve are in varying stages of **humanitarian need or crisis**. The response to HIV/AIDS in these contexts must clearly take into consideration competing challenges faced by the peoples of these nations. Strategies specific to areas of conflict, need or crisis must be implemented in order to bring about successful results.

If we now intensify and unify all our country support with a new approach—focused leadership and action—I am confident that we will make a difference and that, by the end of 2003, we will see positive results.

A handwritten signature in black ink, appearing to read 'M. Sidibé', written over a horizontal line.

Michel Sidibé
Director
Country and Regional Support Department
UNAIDS

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Acronyms

ASEAN	Association of South-East Asian Nations
CHGA	Commission on HIV/AIDS and Governance in Africa
CARICOM	Caribbean Community Secretariat
CCA	Common Country Assessment
CCM	Country Coordinating Mechanism
CPA	Country Programme Adviser
CPI	Communication and Public Information Unit (UNAIDS Secretariat)
CRD	Country and Regional Support Department (UNAIDS Secretariat)
CRIS	Country Response Information System
ECA	United Nations Economic Commission for Africa
ESCAP	Economic and Social Commission for Asia and the Pacific
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GIPA	Greater involvement of people living with or affected by HIV/AIDS
GRID	Global Response Information Database
HIPC	Highly Indebted Poor Countries (Initiative)
HRM	Human Resources Management Unit (UNAIDS Secretariat)
IATT	Inter-Agency Task Team
ICT	Intercountry Team (UNAIDS Secretariat)
IRT	Information Technology and Systems Unit (UNAIDS Secretariat)
M&E	Monitoring and evaluation
MAP	Multi-Country HIV/AIDS Programme (World Bank)
MDG	Millennium Development Goals
MEF	Medium-Term Expenditure Framework
NAC	National AIDS Council
NEPAD	New Partnership for Africa's Development
NGO	Nongovernmental organization
OECD	Organisation for Economic Cooperation and Development
PAFs	Programme Acceleration Funds
PCB	UNAIDS Programme Coordinating Board
PDA	UNAIDS Programme Development Adviser
PDC	Programme Development and Coordination Group (UNAIDS Secretariat)
PLWHA	People living with HIV/AIDS
PRSP	Poverty Reduction Strategy Paper
RIACSO	Regional Inter-Agency Coordination and Support Office
SIF	Strategic Information Unit (UNAIDS Secretariat)
SMI	Social Mobilization and Information Department (UNAIDS Secretariat)
SSD	Strategic Support Division (UNAIDS Secretariat)
UBW	Unified Budget and Workplan (UNAIDS)
UCC	UNAIDS Country Coordinator
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNGASS	United Nations General Assembly Special Session
UN-ISP	United Nations Implementation Support Plan (for the National Response to HIV/AIDS)
UNITAR	United Nations Institute for Training and Research
UNRC	United Nations Resident Coordinator
VAC	Vulnerability Assessment Committees
WHO	World Health Organization

PART I: Setting an Implementation Framework

Section 1: CRD strategic objectives and key results

Section 2: Prioritization of support to countries and regional initiatives

Section 3: Strengthening UNAIDS capacity at country level

Section 4: Management of CRD's operational plan

Section 1: CRD strategic objectives and key results

The key to successfully meeting the challenges of HIV/AIDS remains at the country level. Now, with the recommendations from the UNAIDS Programme Coordinating Board to intensify country action and support, the UNAIDS Secretariat is poised to marshal the full forces of its partnership and alliances to make a significant and lasting difference in reversing the epidemic. As summarized by UNAIDS' Executive Director, Dr Peter Piot, the recommendations fall into the following three categories, which set the agenda for the work of the UNAIDS Secretariat:

- improved support to national responses, including the organization of government-led joint reviews, the development of UN Country Team Implementation Support Plans (UN-ISPs) for the national response to HIV/AIDS, strengthening national strategic information management capacities (including CRIS—the Country Response Information System), more coordinated provision of technical resources, and promotion of best practices;
- improved functioning of Theme Groups, including broadening the function of the Country Programme Adviser (CPA) to UNAIDS Country Coordinator (UCC) in selected countries; reinforcing staff capacity in key areas—particularly in the areas of monitoring and evaluation, resource mobilization and partnership support; stabilization of Theme Group leadership; intensified learning programmes; and more strategic use of Programme Acceleration Funds (PAF); and
- intensified work in key areas, including strengthened advocacy at country level and meeting the challenges of HIV/AIDS in the context of security, stability and a humanitarian response.

The PCB also endorsed five cross-cutting functions applicable to all levels of UNAIDS, which guide its actions at country, regional and global levels. From the PCB recommendations, CRD identified the areas of action corresponding to country and regional support. Based on the PCB recommendations, CRD has defined the strategic objectives that will guide the Department's action and focus its programme of work from 2003 to 2005.

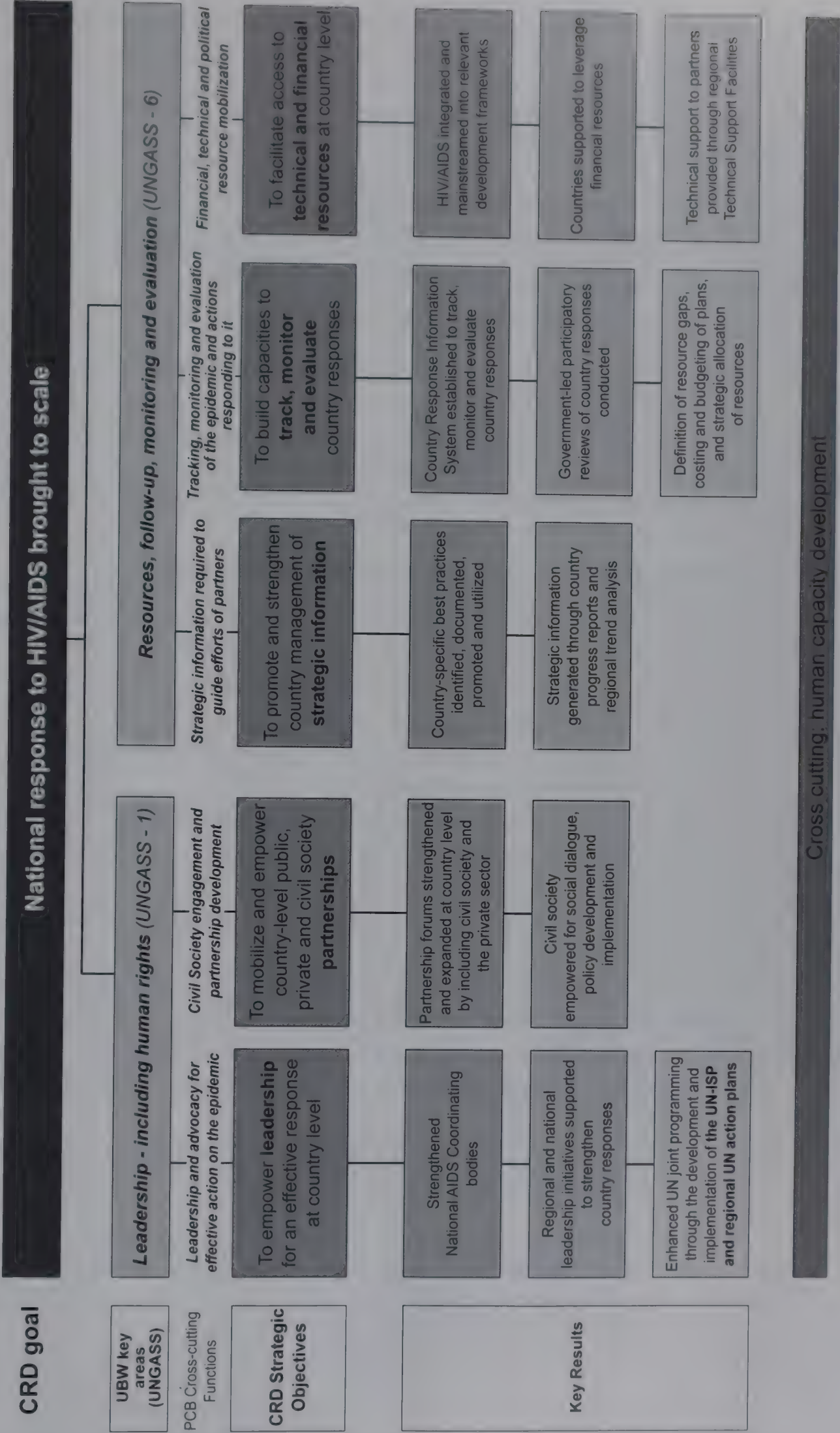
- Strategic Objective 1: **To empower leadership for an effective response at country level** (PCB Cross-cutting Function No. 1)
- Strategic Objective 2: **To mobilize and empower country-level public, private and civil society partnerships** (PCB Cross-cutting Function No. 4)
- Strategic Objective 3: **To promote and strengthen country management of strategic information** (PCB Cross-cutting Function No. 2)
- Strategic Objective 4: **To build capacities to track, monitor and evaluate country responses** (PCB Cross-cutting Function No. 3)
- Strategic Objective 5: **To facilitate access to technical and financial resources at country level** (PCB Cross-cutting Function No. 5)

CRD has also identified priority activities that must be carried out in order to achieve each strategic objective. These activities are listed as 13 key results (see Table 1), all of which are consistent with areas of work that represent specific niches for the UNAIDS Secretariat and its Cosponsors towards contributing to effective scaled-up responses.

In Part II of this document, each strategic objective, along with its corresponding key results, will be described in more detail, with information on rationale, gaps, CRD's focus, major activities and indicators.

Guided by these strategic objectives and key results, CRD will set priorities for allocating resources to support countries. The prioritization process that is set out in the next section is as much about prioritizing countries to benefit from CRD's resources as it is about prioritizing the type of support that will be provided by CRD.

Table 1: Key results to be achieved under each CRD Strategic Objective



Section 2: Prioritization of support to countries and regional initiatives

Based on an earlier model for prioritization of UNAIDS resources for country activities, which was endorsed by the PCB in 1999, CRD has further refined that model in order to accommodate countries' current needs and capacities. The objective of the prioritization process has been to arrive at a **selected number of countries**, along with the **type and nature of the activities to be supported**, to guide the UNAIDS Secretariat's allocation of its resources. CRD will apply the prioritization model in achieving its Strategic Objectives and Key Results in selected countries, giving due attention to **special regional initiatives**.

The following criteria were used to determine priority countries:

Status of the epidemic – current HIV prevalence rates and the potential future burden of HIV/AIDS

This first criterion provides CRD with a snap-shot of a country's epidemic status. There is no stronger needs-based criterion, particularly when one combines current prevalence with an assessment of the potential future burden, based on evidence of trends of the epidemic in relation to the size of the vulnerable population.

Compelling organizational or geo-political considerations

There are a few countries where, in addition to the first criterion, compelling organizational or geo-political considerations would also call for priority attention. These are:

- large countries in terms of size, population, geo-political importance (Brazil, China, India, Indonesia, Mexico, Nigeria, the Russian Federation, South Africa and Ukraine);
- countries that have already been singled out for special intensified UN action (Ghana, Haiti, Honduras, Malawi, Mali and Myanmar);
- subregional groupings that offer strategic opportunities for synergies and economies of scale in supporting responses, including the Caribbean countries, the Caucasus countries, or the Central Asian Republic countries.

Needs and opportunities related to, or reflecting, the strategic objectives and intended key results of CRD

- access to major resources from the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), the World Bank Multi-country AIDS Program (MAP), or foundations;
- country processes related to United Nations Development Assistance Frameworks (UNDAFs), Poverty Reduction Strategy Papers (PRSPs), and other mainstreaming development instruments;
- emergency or conflict and post-conflict situations (e.g., Angola and Sudan) that present compelling needs as much as they do opportunities for HIV/AIDS prevention and impact mitigation.

The articulation of well-defined objectives and key results presents CRD with a solid framework around which to define more precisely the needs and opportunities that coincide with CRD's vision of how CRD support can specifically contribute to scaled-up national responses. This criterion reflects our best judgement of the potential of both the UNAIDS Secretariat and the UN system to contribute to making a significant and sustained difference to HIV prevention and the impact of the epidemic. At the same time, it reflects a readiness to seize opportunities for making a difference and to make allowances for changes in the environment.

After applying the above criteria to all the countries within each CRD Geographical Division (Africa, Asia-Pacific and the Middle East, Europe and the Americas), the first 53 countries were selected to receive priority attention from CRD (see Table 2). Among those 53 countries, 31 (plus the Caribbean) have been identified as high-priority countries, where immediate support for those countries in achieving the strategic objectives and selected key results will be provided by CRD.

The high-priority countries will be the first to receive intensified support through the UNAIDS Country Coordinator, government-led joint reviews, the United Nations Implementation Support Plan (UN-ISP) for the national response to HIV/AIDS, and additional country-level human capacity. In the next biennium (2004–2005), CRD will continue to provide intensified support to the rest of the priority countries. Importantly, ongoing prioritization will allow for the categorization of countries to be reviewed periodically in order to re-classify countries as their needs and situations change.

While the 53 countries will receive intensified support due to their priority status, it is important to stress that CRD will continue to provide basic support to other countries upon their request and within the available human and financial resources of the Department. An example of such basic support is the provision of direct financial resources to countries through the UNAIDS Programme Acceleration Funds (PAFs).

In addition to prioritizing countries for intensified support, there is a need to support **regional actions** within the overall effort in support of country responses. Regional action and initiatives:

- (i) allow countries with similar characteristics and needs to benefit from a common strategic focus;
- (ii) provide an opportunity for attracting regional resources in support of expanded country responses; and
- (iii) encourage countries to apply lessons learned from experiences and practices that extend beyond a single country.

At the same time, they provide the UN system and the UNAIDS Secretariat with clear directions as to the strategies and approaches best suited to a regional platform in support of country efforts: improving access to technical resources through the establishment of multi-agency technical resource facilities; political advocacy; and facilitating regional partnerships and coalitions. Through feedback and strategic information from the UNAIDS Intercountry Team (ICT) offices, and in close collaboration with UN system agencies, bilateral donors, international NGOs and intergovernmental bodies that have regional HIV/AIDS-related activities and inter-country projects, CRD will prioritize support to selected regional initiatives that have the potential to make a difference in HIV prevention and in scaling up national responses to HIV/AIDS.

Table 2: Prioritized countries

Africa		Asia - Pacific	Middle East and North Africa	Europe	Latin America and the Caribbean
Angola	Burkina Faso	Cambodia	Iran	Russian Federation	Brazil
Botswana	Burundi	China	Sudan	Ukraine	Haiti
Congo DR	Cameroon	India	Algeria	Kyrgyzstan	Honduras
Ethiopia	Central African Republic	Indonesia		Moldova	Jamaica
Kenya	Côte d'Ivoire	Myanmar		Tadjikistan	Countries of the Caribbean region*
Malawi	Ghana	Pakistan			Argentina
Mozambique	Guinea	Papua New Guinea			Dominican Republic
Nigeria	Lesotho	Thailand			Guyana
Rwanda	Madagascar	Bangladesh			
Senegal	Namibia	Nepal			
South Africa	Sierra Leone	Sri Lanka			
Uganda	Swaziland	Viet Nam			
UR Tanzania					
Zambia					
Zimbabwe					

Note: Countries shaded grey are high-priority countries.
* Support to countries of the Caribbean region will be treated with priority

Section 3: Strengthening UNAIDS capacity at country level

CRD continues to analyse countries’ capacities and has identified countries where immediate capacity strengthening is warranted. To this end, CRD will start with implementing PCB-recommended **Action 23**: “Immediately make provision to put in place **UNAIDS Country Coordinators** (UCCs), starting with countries where there is most urgent need in order to assist countries to mount and sustain effective expanded scaled-up responses and to provide strategic opportunities for the UN system to contribute to those responses”. This action will require resources from the interagency component of the Unified Budget and Workplan (UBW).

Additional UNAIDS staff resources in countries are also required to ensure maximum impact of intensified UN system support to countries in most urgent need. Following PCB-recommended **Action 22**, CRD will seek to ensure the “provision for the deployment of the additional financial and staff resources needed to strengthen the capacities of the UN system

to support countries where there is most urgent need in the areas of: monitoring and evaluation; resource mobilization and tracking; policy advice and technical services and partnership development, particularly with civil society and the private sector". This action will require resources from the UBW interagency component of the core UNAIDS Secretariat's budget as well as innovative approaches such as: (i) secondment agreements with Cosponsors or bilateral donors; (ii) funding and cost-sharing among Cosponsors or bilateral donors for selected functions, to support the UNAIDS Country Coordinators; and (iii) reinforcing the deployment of Programme Officers to UNAIDS country offices through the current Junior Professional Programmes supported by OECD member countries.

The following pages contain tables for ease of reference to the selected countries where it is proposed that new UNAIDS Country Coordinators be put in place and where additional financial and staff resources will be provided to strengthen the capacities of the UN system.

Table 3: Capacity needs by country and functional areas

	New UNAIDS Country Coordinator		Monitoring and evaluation		Resource mobilization and tracking		Partnerships	
	2003	2004-2005	2003	2004-2005	2003	2004-2005	2003	2004-2005
Africa	Central African Republic		Angola	Botswana	Ethiopia	Angola	Ethiopia	Burundi
	Niger		Ethiopia	Cameroon	Nigeria	Botswana	Nigeria	Ghana
	Senegal		Nigeria	Côte d'Ivoire	South Africa	Democratic Republic of Congo	South Africa	Rwanda
	Sierra Leone		South Africa	Democratic Republic of Congo		Mozambique		United Republic of Tanzania
				Ghana				
				Guinea				
				Kenya				
				Lesotho				
				Madagascar				
				Mozambique				
				Namibia				
				United Republic of Tanzania				
				Uganda				
				Zambia				
	Sudan	Islamic Republic of Iran		Sudan		Sudan		Islamic Republic of Iran
Middle East and North Africa				ICT Cairo				Sudan

New UNAIDS Country Coordinator			Monitoring and evaluation		Resource mobilization and tracking			Partnerships	
			2003	2004-2005	2003	2004-2005	2003	2004-2005	2003
Asia-Pacific	Thailand	Sri Lanka		China	Bangladesh	China		Cambodia	China
			India	Cambodia	India			Myanmar	India
				Indonesia				Pakistan	
				Myanmar					
				Nepal					
				Pakistan					
				Papua New Guinea					
				Viet Nam					
				ICT New Delhi					
		Jamaica		Dominican Republic				Argentina	Argentina
Latin America and the Caribbean		Inter-country Coordinator Caribbean		Guyana				Dominican Republic	Dominican Republic
				Haiti				Haiti	Haiti
				Honduras				Honduras	Honduras
				ICT Caribbean					
Eastern Europe and Commonwealth of Independent States		Inter-Country Coordinator Caucasus (Armenia, Azerbaijan, Georgia)		Russian Federation				Kyrgyzstan	Russian Federation
		Inter-Country Coordinator South-East Europe (Bulgaria, Bosnia-Herzegovina, Croatia, Romania, Macedonia, Turkey, Yugoslavia)		Ukraine				Moldova	Ukraine
								Tajikistan	
								Ukraine	

Section 4: Management of CRD's operational plan

The articulation of CRD's work around key results (underpinned by five main strategic objectives) is intended to enhance accountability, stimulate greater coherence and consistency of purpose and action at all levels and across geographical boundaries, and to better exploit the collective technical and financial resources managed by CRD. However, in order to ensure that these objectives are met, it is critical that clear management responsibilities be defined for delivering on the key results, but also for monitoring, evaluating and reporting on their contribution towards achieving the Secretariat's goal of effective scaled-up national responses to HIV/AIDS.

The successful implementation of CRD's operational plan, therefore, will be measured against the delivery of those key results that are identified as strategic needs for effective scale-up in countries identified for intensified UNAIDS support. While some key results may feature as strategic needs in the majority of countries, different result areas will have more or less importance and relevance in different countries. Responsibility for defining which key results are most appropriate for which priority countries will rest with the respective Geographical Divisions and the Associate Director and will be a country-driven process. There will thus be a **'key results country package'** for each priority country through a process of consultation involving the CPA/UCC, ICTs and Programme Development Advisers (PDAs) in Geneva. The key results package will then translate into discrete operational needs to be identified, primarily in-country, by the CPA/UCC, together with the UN Theme Group (UNTG), and to be increasingly reflected in the joint UN Implementation Support Plans (UN-ISPs) of UN Theme Groups. Given the dynamics of the response, however, the key results packages will need to be appraised and reviewed periodically.

For each priority country, the CPA/UCC will, *de facto*, be the **country's key results manager**, but will be backed up by a PDA. The PDA will likely have two or more such countries to back up. He or she will be responsible for monitoring and reporting on the status in these countries and, importantly, for coordinating timely and relevant support from the Secretariat to meet the operational needs identified by the CPAs/UCCs/Theme Groups and seize opportunities as they arise. Depending on the nature of these needs and opportunities, the support, including financial support, could come from UNAIDS in-country (CPA/UCCs and Cosponsors), ICTs or regional offices of Cosponsors, UNAIDS Geneva (CRD but also SMI and other relevant departments), or, in more instances than not, by combined inputs from all these levels.

Besides the country-centred management, each Geographical Division will designate PDAs who will be responsible for monitoring, analysing and reporting periodically on the status across countries in the region according to strategic objectives and the key attendant results. For this purpose, the strategic objectives related to leadership and partnerships can be grouped together, as can the ones related to strategic information and planning and tracking responses, and the responsibility assigned to the same individual.

However, there are some specific key result areas or subsets thereof (regional leadership initiatives, UN joint regional programming, reports on regional trends and responses and, not least, mobilization of technical support through regional technical facilities), which, by their very nature, dictate that the responsibility for their management rests with the Inter-country Team Leaders.

While the overarching UNAIDS/CRD goal of bringing to scale country responses imposes a country-centred management rationale, there is also a need to ensure consistency and coherence across countries and regions in the policies and strategies that the Secretariat and CRD promotes and supports in pursuit of that goal. The Strategic Support Division (SSD) will be responsible for this.

SSD will, therefore, provide services that enhance the effectiveness and efficiency of the Secretariat's support (particularly, but not exclusively, from CRD's Geographical Divisions) for scaled-up country responses. These services cut across all of the key results and relate in particular to: the development and application of policies and strategies for national leadership and coordination, joint UN action, national partnerships, and technical and financial resource mobilization; country-focused strategic information; and the development and use of the Country Response Information System. In so doing, SSD will collaborate with the CRD Geographical Divisions, SMI and other UNAIDS departments, and Cosponsors, but also with the United Nations Development Group Office (UN DGO) and other relevant international partners.

As a logical extension of this service, SSD units will assume a cross-regional coordination and management function on some specific key results or groups of key results. This will ensure coherence in approaches across the Department and encourage learning across geographical regions. While Geographical Divisions will maintain the principal responsibility for countries' key results packages, SSD will, for the entire Department, provide a single, accountable manager to provide leadership for the achievement of each of the following key results:

- enhancement of UN joint programming through UN-ISP
- development of country-specific best practices
- implementation of the Country Response Information System
- mainstreaming of HIV into development frameworks
- support provided to countries to leverage financial resources
- establishment of regional Technical Coordination Facilities

Each key result is accomplished through a series of programmatic inputs, each of the latter having specific goals. In order to manage each overall result, a key result coordinator/manager will be assigned to each key result. Besides following up, as and when relevant, with individual PDAs, the key result coordinator/manager will convene regular (at least quarterly) programme and budget meetings with the Associate Directors, ICTs (at least virtually) and responsible PDAs for all the regions. These meetings will review the status and progress in the respective key result areas across regions and make recommendations to the Director, CRD on resource allocation and any reprogramming of resources that may be required. The key results coordinator/manager will also be responsible for ensuring that the rest of the Secretariat is appropriately informed about progress, lessons learned and opportunities or obstacles requiring attention, and for establishing the appropriate links with other departments and units within the Secretariat and the Programme.

Monitoring and reporting

The above-mentioned management arrangements will allow for the collation, analysis and synthesis of information on the status of CRD country support and the impact of that support either by Geographical Division (country or region) or by key result area.

Monitoring and reporting will, therefore, take place as follows:

1. By country and Geographical Division

- Within each Geographical Division, there will be PDAs who have, as part of their responsibilities, the task of monitoring and reporting on the implementation of Key Results Packages for the countries to which they provide backstop support. The PDA relies upon the country-based inputs provided by the UNAIDS Country Programme Adviser/UNAIDS Country Coordinator.

- These monitoring reports are to be submitted by the PDA on a semi-annual basis.
- Each Geographical Division will collate and submit composite regional/subregional reports, utilizing the semi-annual country-level submissions as their basis. This will be undertaken by either the PDA or Subregional Coordinator who has been duly designated for such. The ICTs will collaborate with these individuals in order to accomplish this task.
- These regional/subregional reports are to be submitted annually.

2. By key results

Key result	Key indicators	Monitoring and reporting across Divisions	Time frame
Strengthened National AIDS Coordinating Bodies	Number of effective NACs or similar entities documented (NACs with the mandates, resources, and management capacity)	Strategic Objective 1 manager/coordinator	6-monthly
Regional and national leadership initiatives supported to strengthen country responses	% of UN-ISPs addressing leadership	Strategic Objective 1 manager/coordinator	6-monthly
Enhanced UN joint programming through the development and implementation of the UN-ISP and regional UN action plans	% of UN Theme Groups with UN-ISPs	Strategic Objective 1 manager/coordinator	6-monthly
Partnership forums strengthened and expanded at country level by including civil society and the private sector	Number of National Partnership Forums functioning	Strategic Objective 2 manager/coordinator	6-monthly
Civil society empowered for social dialogue, policy development and implementation	Increase in number of public and private institutions that include PLWHA in the design and implementation of their HIV/AIDS policies and programmes	Strategic Objective 2 manager/coordinator	6-monthly
Country-specific best practices identified, documented, promoted and utilized	% of countries applying best practices in implementing national responses	Strategic Objective 3 manager/coordinator	6-monthly
Strategic information generated through country progress reports and regional trends analysis	% of countries using strategic information in developing the national operational HIV/AIDS plan % of countries that systematically feed strategic information to national and regional information repositories.	Strategic Objective 3 manager/coordinator	6-monthly
Country Response Information System established to track, monitor and evaluate country responses	% of priority countries reporting data to UNAIDS in CRIS format	Strategic Objective 4 manager/coordinator	6-monthly
Government-led participatory reviews of country responses conducted	Increase in number of countries where government-led joint and participatory reviews are conducted	Strategic Objective 4 manager/coordinator	6-monthly
Definition of resource gaps, costing and budgeting of plans, and strategic allocation of resources	% of priority countries supported with costing and budgeting plans	Strategic Objective 4 manager/coordinator	6-monthly
HIV/AIDS integrated and mainstreamed into relevant development frameworks	% of HIPC countries that devote >10% of debt relief specifically to HIV/AIDS % of HIPC countries whose PRSPs explicitly include AIDS outcome indicators	Strategic Objective 5 manager/coordinator	6-monthly
Countries supported to leverage financial resources	% of NACs and similar entities in priority countries receiving technical support in financial management areas	Strategic Objective 5 manager/coordinator	6-monthly
Technical support to partners provided through regional Technical Support Facilities	% of priority countries benefiting from efficient technical support through the regional Technical Support Facilities	Strategic Objective 5 manager/coordinator	6-monthly

PART II: CRD Strategic Objectives

- Strategic Objective 1:** To empower leadership for an effective response at country level
- Strategic Objective 2:** To mobilize and empower country-level public, private, and civil society partnerships
- Strategic Objective 3:** To promote and strengthen country management of strategic information
- Strategic Objective 4:** To build capacities to track, monitor and evaluate country responses
- Strategic Objective 5:** To facilitate access to technical and financial resources at country level

One of the lessons learned from countries is that strong commitment and leadership, from the highest political authorities to those who can influence decisions and policies at community or grass-roots levels, is a common denominator of positive and effective national responses.

The Declaration of Commitment on HIV/AIDS, adopted at the United Nations General Assembly Special Session (UNGASS) on HIV/AIDS in June 2001, spelled out the need for strong leadership at all levels of society if the unprecedented challenge posed by the epidemic is to be met successfully. The Declaration further calls for a new type of leadership in the response to HIV/AIDS, whereby governments have a central role but are inclusive and proactive, involving civil society, people living with HIV and the private sector. All international partners, including the UN system, must equally commit themselves to promoting and supporting this type of innovative national leadership.

In the context, therefore, of promoting positive and effective country responses, meaningful support to countries by all partners includes enabling and empowering national leadership such that it promotes inclusiveness, mobilizes all relevant sectors, and inspires a broad-based response at grass-roots and community levels. Efforts by governments to establish or strengthen national coordinating entities must therefore continue and be supported in coherent and consistent ways by partners.

National-level efforts must be complemented by recognition of, and support for, the multitude of district-level and community-based activities that, together, make up a national response. Leadership and inspiration are equally, if not even more, critical, at these levels and any existing or emerging initiatives in this regard must also be acknowledged, showcased and enhanced.

At the same time, the UN system at country level can and must demonstrate its own leadership in the fight and, in particular, exploit its convening potential and role as honest broker to facilitate and bolster national leadership and ownership of the response. To do so, however, requires that the UN system be well coordinated and have a coherent common UN strategy in support of the countries' efforts and national priorities.

Taking these elements into account, CRD's strategies towards promoting leadership for effective country responses will therefore be articulated around the following three areas: (i) building or strengthening capacity of National AIDS Councils and similar entities to effectively manage and coordinate a comprehensive scaled-up response at all levels; (ii) promoting and enabling leadership initiatives at all levels and from different sectors that can contribute to such a scaled-up response; and (iii) promoting and supporting a strong and coordinated UN system response in support of national efforts.

Strategic Objective 1

To empower leadership for an effective response
at country level

- Key result:** Strengthened National AIDS Coordinating Bodies
- Key result:** Regional and national leadership initiatives supported to strengthen country responses
- Key result:** Enhanced UN joint programming through the development and implementation of UN-ISP and regional UN action plans

Key result: Strengthened National AIDS Coordinating Bodies

Background

The response to the HIV/AIDS epidemic has evolved considerably from the days when it was almost exclusively left to the health sector to orchestrate and implement AIDS ‘control’ programmes. Since then, awareness of the epidemic’s multifaceted determinants, as well as the growing evidence of its impact on and across sectors, have meant that, in most settings, there is considerable support for multisectoral approaches and for broad partnerships to address these unique challenges. As a result, the HIV/AIDS scene is often now a much more crowded and complex one, with many more actors and development partners engaged in the response. The significant increase in financial resources from the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), the World Bank Multi-Country AIDS Program (MAP), bilateral donors and the private sector has created an opportunity to massively scale up responses. At the same time, it has underscored the fact that one of the more critical factors in mounting and sustaining an effective national response is national leadership and coordination of everyone’s efforts and inputs.

Many governments have now responded by setting up National AIDS Councils or Commissions and, more recently, Country Coordinating Mechanisms (CCMs) associated with the GFATM. Experience with these entities is growing and, while it is evident that they operate in diverse settings or situations, are at different stages of development, and have varying capacities, there is widespread acceptance that they must all be supported to ensure that there is genuine national leadership and ownership of the response.

Gaps

Assessments of National AIDS Councils (NACs) in some countries (i.e., Botswana, South Africa, Uganda and Zimbabwe) have been carried out by the UNAIDS Secretariat and

Cosponsors (WHO, World Bank, UNDP). A satellite meeting at the 2002 Barcelona World AIDS Conference focused on the experiences of NACs and lessons learned to date. From these assessments and discussions, common challenges have been identified and need to be addressed in order to make the NACs more effective in their leadership and coordination of a multisectoral response.

These challenges include, among others: (i) capacity issues; (ii) clarity of roles, responsibilities and functions of national coordinating bodies; (iii) sector roles and responsibilities; and (iv) international agencies' and other partners' roles and support to NACs. Additionally, it is important to note that, in many countries, the secretariat office to the NAC, which guides and leads the implementation of the National Strategic Plan, is understaffed and inadequately funded. This inherent weakness slows down the national response even in situations where there is a vibrant and strong National AIDS Council. The Barcelona meeting also identified some of the key principles that should underpin NAC management and oversight of the response. It stressed the importance for countries to learn from each other. Accordingly, best practices and lessons learned need to be documented and shared more widely for advocacy, and capacity development.

CRD’s focus

- 1) Continued advocacy for, and facilitation of, the establishment of strong and sustainable coordinating bodies.
- 2) Development of tools to assist with NAC establishment and operations.
- 3) Support for capacity-building of NACs for effective management and coordination of a multisectoral expanded response.

Intervention areas	Indicators	Primary partners
Advocate and facilitate the establishment of effective national coordination structures with the requisite mandate and authority to lead and coordinate national responses to HIV/AIDS. The UNAIDS Secretariat to develop models, which may differ from one subregion to another.	Number of effective NACs or similar entities documented (NACs with the mandates, resources, and management capacity)	World Bank, UNDP, Inter-Parliamentary Union, SMI - Advocacy Unit and Best Practice Group
Support capacity development of NAC secretariats through increased government budget allocations or resource mobilization to support technical and financial resource needs.	Number of NACs with technical capacity in country-specific priority areas (e.g., monitoring and evaluation, resource mobilization, strategic information management)	Regional Technical Support Facilities, undg, UNDP Evaluation Unit SMI - SIF
Identify country needs and priority areas and develop tools to assist NACs in their operations (guidelines or resource material and a country self-assessment tool).	Tools/guidelines for NAC operations developed, available and utilized	SMI - SIF, Advocacy Unit Evaluation Unit

Key result: Regional and national leadership initiatives supported to strengthen country responses

Background

Sustained advocacy and facilitation by the UNAIDS Secretariat and Cosponsors, in partnership with bilateral donors and civil society, have resulted in commitment from leaders at many levels. Regional bodies have given the highest priority to HIV/AIDS. These include the African Union, the Africa Development Forum (of the United Nations Economic Commission for Africa), AIDS Watch Africa, the Association of South-East Asian Nations (ASEAN), the UN Economic and Social Commission for Asia and the Pacific (ESCAP), the Pan Caribbean Partnership against HIV/AIDS, the Caribbean Community Secretariat (CARICOM), and the Central America and Mexico Initiative for the Intensification of Activities on Strategic Priority Areas in the HIV/AIDS Epidemic.

Recent initiatives, such as the New Partnership for African Development (NEPAD), the Commission on AIDS and Governance in Africa (CAGA), and the Asia Pacific Leadership Forum on HIV/AIDS and Development, present fresh opportunities to monitor, renew and promote commitments made by leaders at international forums. At country level, several heads of government have become actively involved in responses to HIV/AIDS (e.g., the President of Ukraine declared 2002 as the year for the fight against HIV/AIDS). A number of heads of government serve as chairpersons of National AIDS Councils—high-level multisectoral committees that have been established in many countries.

With support from UNAIDS Programme Acceleration Funds (PAFs), countries such as Cambodia, China and India have been able to foster and promote leadership of State and provincial AIDS programmes. To promote the full implementation of the UNGASS Declaration of Commitment on HIV/AIDS, the United Nations Secretary-General has appointed Special Envoys for AIDS in Africa, Asia, the Caribbean, and Europe. UNAIDS has appointed regional and national UNAIDS Ambassadors.

There is no doubt that political engagement and leadership are growing in many countries. However, these countries are the exception, rather than the rule. In most countries, there remains much more to be done in order to ensure that political leadership against HIV/AIDS is grounded through involvement of community and religious organizations, businesses, individuals and activists.

Gaps

Systematic follow-up to international HIV/AIDS initiatives have left pronouncements and commitments depreciated by inaction or a lack of focus. Approaches and support for leadership development have also been observed to be inconsistent or ineffectual. Within the UN, comprehensive and integrated strategies in support of HIV/AIDS-related regional or national leadership development have yet to materialize.

CRD's focus

- 1) Support current leadership initiatives by providing opportunities for learning exchanges and systematic technical support.
- 2) Strengthen capacity for political advocacy at all levels.

Intervention areas	Indicators	Primary partners
Support, document and promote current leadership initiatives from selected regions and subregions.	Tangible 'leadership' demonstrated in relation to HIV/AIDS issues	ASEAN, NEPAD, Commission on AIDS and Governance in Africa, CARICOM UNDP SMI - Advocacy Unit and Best Practice Group
Provide or broker systematic technical support to leadership initiatives related to process of monitoring and reporting on UNGASS, development of country advocacy plans, and supporting efforts of UN Secretary-General's Special Envoys for HIV/AIDS.	% of countries with reports on implementation of UNGASS HIV/AIDS Declaration of Commitment (meeting criteria for satisfactory compliance) % of UN-ISPs addressing leadership	UN Theme Groups on HIV/AIDS Bilateral donors UNAIDS ICT Offices

Key result: Enhanced UN joint programming through the development and implementation of UN-ISP and regional UN action plans

Background

National responses to HIV/AIDS are taking place in an increasingly dynamic political, technical and financial environment. Political commitment is translating into stronger national management entities, there are many more national and international partners in many countries, and there is a much-increased potential for mobilizing resources through the large financial providers, such as the GFATM and the World Bank MAP. These dynamics necessarily call for continuing reflection by all actors and stakeholders, including Cosponsors and other UN system partners, on their optimal roles and contributions in ensuring the best collective support possible for effective and efficient country responses.

The UN system remains a pivotal platform for the international response to HIV/AIDS. The UNAIDS Secretariat shall continue to foster collaboration and joint action among the Cosponsors and other UN system agencies. So far, efforts have paid dividends. The UN Theme Groups on HIV/AIDS are by far the most consistently active of the Theme Groups established by the UN to address cross-cutting issues. However, both the external evaluation of UNAIDS and the Secretariat's own in-depth assessment of selected Theme Groups point to uneven performances of the UN system at country level.

At the same time, there are other opportunities and incentives for improved joint UN action on HIV/AIDS specifically, as well as on broader development issues. Together, the Millennium Development Goals (MDGs), the UNGASS HIV/AIDS Declaration of Commitment, the piloting and rolling-out of CCA and UNDAF processes across all regions, the development of Poverty Reduction Strategies, not to mention the UN reform process itself, represent

powerful incentives and arguments as well as opportunities for strengthening UN collaboration and joint action.

Gaps

A significant gap that can be seen in many country responses is the lack of harmonization and coordination of national strategies and HIV/AIDS mainstreaming efforts. It has been pointed out by the external evaluation team in the UNAIDS Five-Year Evaluation Report that the “effectiveness of Cosponsor action depends on their complementarity and integration with national and OECD bilateral resources and programmes”. It is vital that cosponsors and other UN agencies working on HIV/AIDS at the country level identify their comparative advantage and work to fill gaps and support an expanded response with policies and technical capacity. Although there have been efforts to develop UN Integrated Workplans in the past, these workplans largely failed to identify needs and a joint response.

Many also did not adequately consider the National Strategic Plans as the basis for UN support to national AIDS responses. This should be undertaken by the UN system by combining efforts to provide countries with the required technical guidance and support. More efforts should be undertaken to include the World Bank in joint planning and programming. Governments and other national partners continue to expect from UNAIDS a clearer and more comprehensive view of the technical and financial support that is available through the UN system for their HIV/AIDS-related efforts.

The UNAIDS Secretariat will pursue the following key activities in this area of work:

- 1) support the development and implementation of a fully integrated UN Country Team Implementation Support Plan (UN-ISP) for the national response to HIV/AIDS;
- 2) support the development, implementation and monitoring of an explicit UN Theme Group advocacy strategy to expand the response on HIV/AIDS for the entire UN system in-country, in synergy with the National AIDS Strategy; and
- 3) revise, update and clarify the expected method of work for UN Theme Groups on HIV/AIDS, including through further training of UN system staff and facilitating learning exchanges among UN Theme Groups and Country Teams.

CRD's focus

- 1) Facilitate and support the development and implementation of a fully integrated UN Country Team Implementation Support Plan (UN-ISP) for the national response to HIV/AIDS and of other joint UN strategies and action plans, including UN Theme Group HIV/AIDS advocacy strategies and UNDAF.
- 2) Review and update guidelines for UN Theme Groups.
- 3) Facilitate and support the development and application of training and learning programmes to build capacity on HIV/AIDS within the UN system.
- 4) Facilitate and support the development and implementation of coordinated regional strategies in support of national responses.

Intervention areas	Indicators	Primary partners
Facilitate and support the development and implementation of UN-ISPs and of other joint UN strategies and action plans, including CCA/UNDAF. The UNAIDS Secretariat will review and update guidelines for UN Theme Groups with guidance notes on how to prepare UN-ISPs.	% of UN Theme Groups with UN-ISPs Updated resource guide available for and utilized by UN Theme Groups	UNDG, Cosponsors, Bilateral agencies, Regional Technical Support Facilities
Facilitate and support the development and application of training and learning programmes to build capacity on HIV/AIDS within the UN system. The UNAIDS Secretariat will conduct orientation sessions for Theme Group Chairs, UN Resident Coordinators, UCCs and other HIV/AIDS-related UN system staff.	% of new Theme Group Chairs, CPAs, UNRCs and UN agency focal points exposed to orientation sessions/learning programmes on HIV/AIDS	UNDG, Cosponsors, HRM
Support the development and implementation of coordinated regional strategies in support of national responses, together with Cosponsors' regional offices, intergovernmental bodies, and other regional partners, including bilateral agencies and development banks.	Documented regional action involving UN/ bilateral/other partnerships in support of country responses	Cosponsors, IATTs, Bilateral agencies, PDC, SMI - SIF

Strategic Objective 2

To mobilize and empower country-level public, private, and civil society partnerships

Key result: Partnership forums strengthened and expanded at country level by including civil society and the private sector

Key result: Civil society empowered for social dialogue, policy development and implementation

Only through partnerships will communities and nations have a sustained and significant impact on the HIV/AIDS epidemic. It is a participative dialogue across groups that forges consensus on priority issues, unleashing energy and activities for common causes. Through the participation of community representatives, people living with HIV/AIDS and different levels of governmental and nongovernmental actors, government leaders and donors can ensure the effectiveness of their programmes. Consistent advocacy with society's leaders and influential opinion-makers (on the need to fight AIDS, allocate resources, change behaviour, empower communities) is required to maintain the momentum and thereby ensure a sustained, successful response to AIDS.

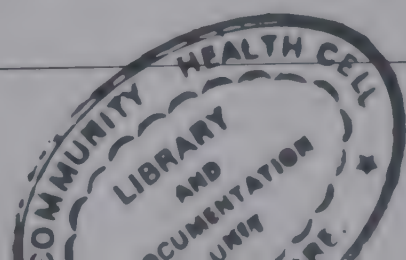
At the country level, UNAIDS has worked hard to encourage national planning forums to include active participation of civil society and NGOs. The UNAIDS Five-Year Evaluation Report notes specifically that "the work of UNAIDS to bring civil society, PLWHA and the private sector into dialogue with government has been an outstanding achievement" [...] and "by introducing the concept of expansion: opening up to government, donors, civil society, PLWHA and the private sector, the idea of a partnership forum has been given substance."

But many challenges remain. If the idea of partnership forums has now been widely accepted, the challenge is now to effectively support them and demonstrate their utility not just in fostering dialogue, but in transforming consensus into action. In some countries, there is a 'crowded' stage of actors, requiring investment in efficient management and coordination. In others, nascent movements of civil society groups require some individual strengthening to enable them to play leadership roles.

Operational strategy

Taking as guidance the Programme Coordination Board decisions in December 2002, CRD (led by the UNAIDS Country Coordinators at the field level) will increase support for partnerships focused on implementing national AIDS strategic plans. Fostering partnerships goes beyond supporting those with the responsibility for the organization of partnership forums, to include brokering technical assistance and capacity-building for individual organizations to participate effectively. For example, organizations of people living with HIV/AIDS may need specific support. At the same time, CRD will intensify its support for sustained advocacy efforts, using a range of partners, including civil society actors, influential opinion-leaders and the media.

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Key result: Partnership forums strengthened and expanded at country level by including civil society and the private sector

Background

Over the last decade, the environments within which national responses to HIV/AIDS take place have seen significant changes. Among these is the growing complexity of the HIV/AIDS arena created by the involvement of more and more sectors and national actors from civil society and the private sector, as well as of more international development partners. Clearly, everyone's objective is to contribute in the best possible way to meaningful and effective national responses. However, in such a crowded context, there is a need for venues and opportunities where the diverse stakeholders—government, civil society, donors, the private sector and others—can debate and discuss policies and strategies. These dialogues should not only build an enabling environment and minimize duplication and fragmentation but also exploit the potential for synergies and harmonization between different actors through building partnerships. Experiences in many regions and countries highlight the value of such inclusive partnership forums.

In all regions, the UN system and the UNAIDS Secretariat have consistently advocated the engagement and greater participation of civil society and the private sector within a government-led response through the establishment of such forums. For example, the International Partnership against AIDS in Africa has been a lead actor in promoting the creation of partnership forums to mobilize actors from all sectors of society to build pressure and momentum to fight AIDS in Africa. And, in many countries, the UN system and the UNAIDS Secretariat through the UN Theme Groups on HIV/AIDS have been instrumental in kick-starting expanded groups that are now de facto partnership forums convened by national authorities, such as the National AIDS Councils.

Gaps

Notwithstanding the progress made in many settings towards the establishment of partnership forums, these new partnerships are fragile and require consolidation in order to effectively contribute to national AIDS responses. While some private companies have demonstrated their willingness to contribute to the fight against HIV/AIDS (not only for the benefit of their employees but also as part of the national response), the private sector has not fully engaged as a responsible partner in national AIDS responses.

Nongovernmental organizations (NGOs) are important partners in national AIDS responses, providing mechanisms to reach out to rural and urban communities. However, NGO engagement has often remained confined to health-related NGOs or specific HIV/AIDS-related NGOs. Their experience and expertise remain underutilized in planning and strengthening national responses. The potential offered by non-traditional NGO partners is yet to be fully tapped.

People living with HIV/AIDS (PLWHA) are increasingly playing a central role, especially in fighting stigma and discrimination, and advocating increased access to treatment. Ensuring that PLWHA are engaged as full partners within the design and implementation of national AIDS responses remains a challenge that must be systemically addressed.

CRD’s focus

- 1) Support to government-led inclusive partnership forums for policy analysis and dialogue, and programme development.
- 2) Promote GIPA and ensure engagement of all stakeholders in Partnership Forums.
- 3) Support to UN system action and UN Theme Groups.

Intervention areas	Indicators	Primary partners
Support the establishment of selected government-led partnership forums (inclusive of PLWHA and civil society) for policy analysis and dialogue, and programme development.	Number of National Partnership Forums functioning Best practices and lessons learned available.	Cosponsors, UN Theme Groups on HIV/AIDS, Bilateral donors, SMI - Partnerships Unit
Build partnerships with PLWHA networks and create enabling space for engagement and leadership of PLWHA . The UNAIDS Secretariat will facilitate horizontal collaboration and establishment of forums that promote sharing of lessons learned.	Number of partnerships with networks of people living with HIV/AIDS.	Cosponsors, UN Theme Group on HIV/AIDS, SMI - Partnerships Unit
Facilitate UN Theme Group on HIV/AIDS and Expanded Theme Groups to assist NACs in managing and coordinating partnership forums and partnership processes at national and subnational level.	Number of NACs with capacity to manage and coordinate partnership forums.	Cosponsors, Bilateral donors, UN Theme Groups on HIV/AIDS

Key result: Civil society empowered for social dialogue, policy development and implementation

Background

Global lessons learned confirm that HIV/AIDS responses are only as successful as the ambient social environment will allow. Not only is it important to have functioning multisectoral partnerships, but they must also occur in an environment that supports action against HIV/AIDS and conveys support for those who live with, or are affected by, HIV. In order to develop such a social environment, it is important to engage those individuals and institutions that help to shape social norms, beliefs and actions. This includes people living with HIV/AIDS and those most affected by the epidemic. It also means that media, faith communities, and cultural and social leaders all have roles to play in ensuring that the social environment is conducive towards supporting the local response to HIV/AIDS.

Gaps

In too many countries, the range of actors involved in debate remains limited. In some cases, this is due to the lack of forums for the involvement of a full range of actors from civil society and the private sector, in addition to government, or the lack of appropriate invitation and involvement in those that exist. In others, it is due to a lack of capacity on the part of civil society actors to fully engage in the debate.

Organizations need human resource and financial management skills, experience with proposal-writing and fund-raising, research capacity to ensure their viewpoints are backed with solid data, and the ability to use the media appropriately. While the involvement of civil society has long been advocated by UNAIDS and others, it has been identified as key in recent international AIDS support tools, such as the Global Fund, through the Country Coordinating Mechanisms or the World Bank's MAP. However, the real involvement of civil society in these processes still needs to be fully realized through active engagement and support.

CRD's focus

CRD will pursue a fully participative social dialogue around HIV/AIDS, with vibrant voices from all sectors empowered and equipped to contribute to policy debate and implementation. In particular, CRD will focus on the following:

- 1) **Media:** CRD will advocate increased media attention and work for the improved AIDS awareness of media.
- 2) **People living with HIV/AIDS:** CRD will advocate their full and informed inclusion in national forums and social and policy debate around AIDS, and will work to ensure that they are adequately equipped to participate.
- 3) **Civil society advocacy and service-provider organizations:** CRD will advocate their full inclusion in national forums and social and policy debate around AIDS, and work to support their efforts such that they can undertake research, advocate, adequately report on, monitor and expand their services, and themselves mobilize more partners in the fight against AIDS.
- 4) **Influential public figures and institutions:** CRD will work to reach out to influential public figures and groups to encourage their involvement in the fight against AIDS.

Intervention areas	Indicators	Primary partners
Advocate and support the engagement of mass media and innovative partnerships in creating an enabling social environment for optimal HIVAIDS prevention, care and support.	Increased coverage of AIDS issues in national and local press More factually-accurate coverage of AIDS issues in national and local press	Cosponsors, SMI - CPI
Mobilize diverse partners to engage the meaningful participation of PLWHA in the development and implementation of policies and programmes so that PLWHA are genuinely welcomed and fully appreciated as partners by all those involved in the national response.	Increase in number of public and private institutions that include PLWHA in the design and implementation of their HIV/AIDS policies and programmes	Cosponsors, SMI - Partnerships Unit
Support key civil society advocacy and service provider organizations to equip them to fully participate in social dialogue and policy debate, through capacity development in organizational management, and monitoring and evaluation.	Increase in number of key civil society groups participating in national responses Number of NGOs with access to credible sources of policy-relevant background information	UNDP, SMI - Partnerships Unit, Advocacy Unit, and CPI

Strategic Objective 3

To promote and strengthen country management of strategic information

Key result: Country-specific best practices identified, documented, promoted and utilized

Key result: Strategic information generated through country progress reports and regional trend analysis

Background

Many types of data and information on HIV/AIDS are collected through on-going work at country level. In addition to intensifying efforts to support countries in expanding and strengthening their capacities and systems to monitor the epidemic and the national response, CRD will support countries in improving their management of strategic information. This effort will include provision of technical support to assist countries in the collection and analysis of information, and translation of this analysis into informed intervention programmes and policies.

Strategic information will be gathered from the Country Response Information System, best practices and country reports on the national response to HIV/AIDS. The information will be converted into decision-making tools, influence policy review and change, and allow for early warnings in order to respond to the challenges of HIV/AIDS in a timely manner. Well-managed strategic information will strengthen the capacity of the National AIDS Councils (or their equivalent) to proactively advocate, plan, prioritize, and allocate resources for HIV/AIDS.

Furthermore, the effective management and use of strategic information will accelerate efficient implementation of national responses to HIV/AIDS.

The PCB in December 2002 called for intensified action in the area of monitoring and evaluation, operations research, best practices, global policy forums and horizontal collaboration. The focus of CRD will be on the following:

- 1) strengthening country capacity to identify and document best practices; and
- 2) facilitating the process of generating country progress reports and regional trend analysis, will provide a platform for the work of UNAIDS in this area.

Operational strategy

The diversity of country situations, their problems and differing requirements for UNAIDS support requires the development of specific CRD strategies that most appropriately respond to the challenges of managing strategic information. The main operational strategies are as follows:

1) **Promotion of systematic reviews**

The UNAIDS Country Coordinator will play a catalytic role in establishing systematic country-level processes to identify gaps in key policy and programme areas through on-going assessment and reviews of local responses. CRD will assist the UN Theme Groups on HIV/AIDS in identifying coordinating bodies that will oversee the conduct of joint reviews in partnership with National AIDS Councils, UN system agencies, NGOs, civil society, bilateral agencies and the private sector. Country-specific gaps in key policy and programme areas will be reported in the relevant section of the UN-ISPs.

2) **Capacity development**

CRD, through the UN Theme Groups on HIV/AIDS, will support institutional strengthening to National AIDS Councils (or their equivalent) through the development and strengthening of in-country capacity to document lessons learned and best practices in the area of resource mobilization, mainstreaming of HIV/AIDS, national partnerships, implementation of the UNGASS Declaration of Commitment and the MDGs, policy development, and horizontal collaboration.

3) **Advocacy and social mobilization**

A key programme strategy will support, through information, communication and public education, policies and actions at different levels to enable governments and communities to meet their goals. Support will be provided for policy formulation relating to a number of aspects, such as allocation of resources, strengthening the role of civil society and people living with HIV/AIDS, or addressing sensitive issues. CRD (Geneva, ICT and UCC) will, in partnership with appropriate institutions, assist Theme Groups in supporting the development of advocacy materials for various national and international forums. Such materials will include country progress reports, country profiles (web-based fact sheets), and regional reports (analysing trends of the epidemic and progress of the region). The strategic information gathered through the production of these reports will inform the Theme Group advocacy plans.

Key result: Country-specific best practices identified, documented, promoted and utilized

Background

A principal task of UNAIDS is to identify practices that work effectively in responding to the HIV/AIDS epidemic, and to examine how and why they work. This process involves the identification, documentation, promotion and dissemination of practices and lessons learned through pilot projects, country-level programmes, technical assistance, information exchange forums and technical resource networks. Examples of best practices involve policies and legislation, activities, projects, research studies, and publications. The compilation of best practices serves as a repository for experts, programme planners and implementers, policy-makers and all organizations and individuals concerned. Best practices, managed as strategic information, will lead to policy reviews and the development of guidelines on how to implement effective responses to various determinants of the AIDS epidemic.

Gaps

The UNAIDS Best Practice Collection has met with wide praise and demand. It serves as an appreciated source of reliable information, as a useful tool for advocacy, awareness-raising and education, and as a substantive contribution towards the development of policies and operational responses to HIV/AIDS.

Weaknesses have been identified and must be addressed. Both the 1999 External Evaluation of the Best Practice Collection and the Five-Year Evaluation pointed out the need for more practical information, to be thought of as a 'collection of how-to documents' that are adapted to a given country's needs. Practices need to be more country-specific, and this requires greater country involvement and ownership of the identification, documentation, promotion and adaptation of best practices. Another area that should be strengthened is the joint effort of UNAIDS and other partners in promoting best practices for improved programme development and implementation.

CRD's focus

UNAIDS will intensify efforts in countries to promote and support the dissemination of a broad range of best practice documentation through a more coherent multi-agency and multi-partner effort. Increased efforts must be made to improve the development of, and expand access to, country-specific best practices. Specifically, CRD will focus on:

- 1) country-level action to more systematically identify gaps in key policy and programme areas;
- 2) facilitate ongoing assessment and reviews of local responses to identify best practices within the context of national responses;
- 3) develop and strengthen in-country capacity to identify, document, disseminate and apply best practices (see table overleaf);
- 4) identify, and facilitate access to, resources to document best practices at country and intercountry levels; and
- 5) facilitate the application of best practices to national responses.

A number of key areas that will benefit from best practice identification include: country experiences of the World Bank MAP and GFATM process; mainstreaming of HIV/AIDS into national development plans; development of national partnerships that include private sector, civil society and people living with HIV/AIDS; implementation of the UNGASS Declaration of Commitment on HIV/AIDS, and the Millennium Development Goals; policy and strategy development; and support to horizontal collaboration and information sharing between countries and regional entities.

Intervention areas	Indicators	Primary partners
Facilitate ongoing assessment and reviews of national and local responses identifying best practices and gaps in key programmatic, policy areas. The UNAIDS Secretariat will provide technical support in conducting reviews of the national response and situation assessment.	Number of countries documenting country-specific best practices/ lessons learned Number of best practices identified and documented % of countries applying best practices to implement national responses	UN Theme Groups on HIV/AIDS, Cosponsors
Facilitate, and strengthen capacity for, the documentation and dissemination of country-specific best practices . UNAIDS will provide technical support to NACs and UN Theme Groups to carry out the best practice process at national level and facilitate access to adequate resources to document best practices.	% of countries documenting and using best practices	UN Theme Groups on HIV/AIDS, Cosponsors, Bilateral donors, CRD with SMI Best Practice Group
Facilitate the application of best practices to national responses within the context of the National Strategic Plans. The UNAIDS Secretariat will support the development of strategies and policies that address sensitive issues based on best practice information.	% of countries applying best practices to implement national responses	SMI - Best Practice Reference Group

Key result: Strategic information generated through country progress reports and regional trend analyses

Background

UNAIDS collects and shares the experience of countries and communities in responding to the challenges of HIV/AIDS, through the Best Practice Collection, the biennial *Report on the Global HIV/AIDS Epidemic*, and a variety of thematic publications. These publications present evidence of the responses to the epidemic mounted by many partners, including governments, the business sector and civil society. They are currently the key source of strategic information on HIV/AIDS that informs policy development and national programme planning and implementation.

Gaps

While the above-mentioned publications capture the global overview of the HIV/AIDS situation as well as samples of country and community responses, more in-depth reports on specific regional trends and country progress against key indicators are needed. It is a priority for UNAIDS to strengthen its strategic information repository. Obtaining more strategic information on the current status, future directions and impact of the epidemic requires intensified work in areas related to:

- surveillance, modelling and forecasting;
- the status and achievements of national programmes;
- monitoring and evaluation designed to measure those achievements; and
- the tracking of resource flows to HIV/AIDS programmes worldwide.

Societal-level information that is necessary to ascertain the level of normative support or impediment to action is lacking in many cases.

CRD’s focus

CRD will focus on establishing systematic data and intelligence collection from countries and regions to strengthen the strategic information repository of UNAIDS in order to improve programme planning and achieve effective national responses to the AIDS epidemic. Key activity areas include the documentation of country experiences, review of policies and responses, and integration of strategic information into National Strategic Plans and regional and intercountry strategies. CRD will also seek partnership with institutions that provide support for gathering of country-specific socioeconomic data and societal opinion/perspective information that influences the course of HIV/AIDS. Using its network of country offices and Intercountry Teams around the world, CRD will produce country-by-country progress reports; Country Profiles; and Regional Reports analysing trends of the epidemic and progress of the region. These products and the annual UN Country Team Report on the status of the UN-ISP will enable all constituents to monitor country performance and progress against HIV/AIDS.

Intervention areas	Indicators	Primary partners
Support, and strengthen capacity for, the analysis and packaging of information and data such that they inform policy, planning, priority-setting, resource mobilization and resource allocation (<i>translating information into strategic information</i>)	% of countries using strategic information in developing the national operational HIV/AIDS plan % of countries that systematically feed strategic information to national and regional information repositories.	UN Theme Groups on HIV/AIDS, Bilateral donors, Cosponsors
Facilitate or broker alliances with national, regional and global partner institutions for the collection of background data and data on the response – socio-economic, policy environment, etc. – that influence the course of HIV/AIDS.	% of countries that provide up-to-date data on country-specific socioeconomic factors and public opinion.	Regional Technical Support Facilities, Bilateral donors, Cosponsors, SMI – SIF Evaluation Unit
Produce country-by-country progress reports , including Country Profiles, and Regional Reports analysing trends of the epidemic. The UNAIDS Secretariat will manage production of reports through partnership between its offices in Geneva, in countries and in the region, with input from Cosponsors, other UN agencies and national stakeholders.	% of countries with updated or new progress reports Regional trends analysis accessible to relevant providers and utilized to inform policy and strategy	UN Theme Group on HIV/AIDS, UNAIDS ICT office SMI - CPI

Strategic Objective 4

To build capacities to track, monitor and evaluate country responses

Key result: Country Response Information System established to track, monitor and evaluate country responses

Key result: Government-led participatory reviews of country responses conducted

Key result: Definition of resource gaps, costing and budgeting of plans and strategic allocation of resources

A key aspect of an expanded national response to HIV/AIDS is the ability to understand the progress of the epidemic, the responses that are mounted to combat it and the impact that those responses are having.

UNAIDS will accelerate efforts to build national capacities to track the current status, future directions and impact of the epidemic. A key component of these actions will be the establishment of the Country Response Information System (CRIS). The CRIS will be operational in all priority countries by the end of 2005, with sufficient capacity to enable national and international partners to have easy access to key strategic information and to serve as the core instrument of a fully integrated UN system effort to prepare the Annual Report of the Secretary-General to the General Assembly on Progress towards Implementing the UNGASS HIV/AIDS Declaration of Commitment.

Operational strategy

Evaluation of country responses requires the development of technical and methodological skills. These skills support the systems and processes necessary to implement and evaluate country responses. The main operational strategies for developing these skills for CRD are described below.

1) Systematic collection, management and use of data

CRD will support the development of systems to collect and manage information on country responses. The systems will streamline the flow of information to the countries from UNAIDS and facilitate collection of data related to the UNGASS Declaration of Commitment. Tools will be provided to assist in the analysis of the information.

2) Development of capacity to create a sustainable ability to evaluate country responses

CRD will support the development of management skills to evaluate information gathered on country responses and solicit input from partners. Technical capacity will also be developed to support local ownership of systems and processes associated with the data collection.

Key result: Country Response Information System established to track, monitor and evaluate country responses

Background

Improved information and informed analysis are critical for the development of sustained expanded national responses to HIV/AIDS. Some countries have developed HIV/AIDS surveillance systems, while other countries are collecting information on resources allocated for HIV/AIDS programmes and projects. Responding to the need for improved information and analysis at the national and global levels, UNAIDS embarked, in 2002, on an ambitious plan to establish information systems to support national AIDS responses.

The Country Response Information System (CRIS)—housed in National AIDS Councils (or their equivalent)—when fully operational, will contain national and subnational indicators, programmatic information and key data pertinent to each national response. CRIS is a user-friendly system consisting of an indicator database, a project/resource-tracking database (in operation as of early 2003), a research inventory database (as of early 2003) and other important information. The deployment schedule anticipates the establishment of CRIS in key countries by the end of 2003 and remaining priority countries by the end of 2005. The country-level CRIS will be complemented by the Global Response Information Database (GRID) based at the UNAIDS Secretariat. The GRID will support strategic analysis, knowledge-based policy formulation and subsequent programming via the Internet, and will be available from 2003.

Gaps

Countries responding to HIV/AIDS are faced with increasing demands for action based on strategic information and strong analysis. However, most national AIDS responses do not yet have the infrastructure or resources to ensure that they can collect, store and disseminate the information and analysis required—that is, they do not have a country response information system. There is also little consistency across countries *vis-à-vis* what information is collected and how it is stored and retrieved for use. The result is limited expertise at country level to turn strategic information into strategic analysis, stronger policy and sustainable expanded national responses to HIV/AIDS. This situation is further complicated by insufficient technical support available at regional and country levels for improved data collection and analysis, as well as system maintenance. In addition, national AIDS responses are not optimally using information technology as a strategic aspect of their work.

CRD's focus

- 1) Support the establishment and use of CRIS in all priority countries.
- 2) Expand UNAIDS' role as a broker at global, regional and country levels, for the management and presentation of strategic information and analysis.
- 3) Consolidate the UNAIDS GRID, including the integration of UNAIDS Cosponsors' information systems.

Intervention areas	Indicators	Primary partners
Support the development and application of Country Response Information System in priority countries, with regular reporting from countries using the information contained within CRIS. The UNAIDS Secretariat will develop and/or strengthen national and regional capacity to sustain CRIS, including through regional Technical Support Facilities.	% of priority countries with CRIS systems operational	Cosponsors and the UN Theme Groups on HIV/AIDS, Bilateral agencies, SMI Evaluation Unit
Facilitate the management and presentation of strategic information. The UNAIDS Secretariat will support the development and/or strengthening of national and subregional capacity for collating and analysing data related to the epidemic and to country and regional responses.	% of priority countries using CRIS as part of M&E and/or resource tracking Additional or revised tools available and utilized	Cosponsors and the UN Theme Groups on HIV/AIDS, Bilateral agencies, SMI, Evaluation Unit
Consolidate UNAIDS Global Response Information Database (GRID), including the integration of Cosponsors' information systems. The UNAIDS Secretariat will develop a strategy to integrate existing and new data sources, including Cosponsors' electronic information systems, into the GRID.	% of priority countries reporting data to UNAIDS in CRIS format Number of 'hits' received on the GRID and/or user feedback via the website	Cosponsors, Bilateral agencies, SMI - IRT

Key result: Government-led participatory reviews of country responses conducted

Background

UNAIDS has focused on the development of National Strategic Frameworks or Plans following a multisectoral approach, involving as many partners as possible. These frameworks often cover a period of five-to-ten years, with limited possibilities for adaptation during that period. As the HIV/AIDS epidemic continues to evolve, these Frameworks or Plans for HIV/AIDS should be regularly updated in order to match the national response and the reality of the epidemic.

To have a real strategic response to HIV/AIDS, its management should follow an iterative process of reviewing the adequacy of the interventions with regard to the ever-changing face of the epidemic. In addition, many national plans have not been developed in a participatory and inclusive manner and are weak in aspects such as monitoring and evaluation. For greater leadership and ownership of national responses by governments, reviews should be undertaken by national authorities, in close collaboration with all the actors, including civil society, the private sector and donors. Active participation of the various constituencies must be sought so that the product of the review is owned and implemented by all the actors. Such reviews should enhance the necessary partnership among the actors at national and decentralized levels.

Gaps

- In many countries, the NAC serves as the hub around which the national response and its coordination are mounted; however, many NACs have only been in operation for a few years. There is an obvious gap in institutional review experiences, mechanisms and modalities for joint review and planning.
- Lack of national leadership and ownership of review and planning processes.
- Limited capacity for strategic management of responses in a dynamic and ever-changing epidemic.
- Limited genuine participation of key stakeholders (particularly people living with HIV/AIDS and civil society) in policy and strategy development, and weak involvement of key sectors.
- Lack of coordination among various actors (public and private sectors, civil society, external partners).
- Inadequate consideration of decentralized planning and management issues.
- Challenges presented by specific situations and contexts, including humanitarian crises and conflict situations, large countries.

CRD's focus

- 1) Advocate and facilitate government-led reviews that are inclusive of key stakeholders and partners.
- 2) Promote and support government-led comprehensive reviews in specific challenging contexts, including selected mega-countries and countries facing humanitarian crises.
- 3) Facilitate and support strategic planning and management of the response, including capacity-building therein.
- 4) Develop and refine appropriate methodologies for comprehensive reviews and joint planning.

Intervention areas	Indicators	Primary partners
Support, and strengthen national capacity for, strategic HIV/AIDS planning and strategic management of the national response. The UNAIDS Secretariat will provide or broker technical support to National AIDS Coordinating bodies and similar entities at national and subnational levels for strategic planning processes, as well as for building programme management capacity, particularly in the areas of monitoring and evaluation and resource mobilization.	% of priority countries with updated national plans or frameworks % of NACs and similar entities in priority countries receiving technical support in one or more management areas	UN Theme Group on HIV/AIDS, Cosponsors, Bilaterals
Facilitate preparation of, and support, government-led participatory reviews . The UNAIDS Secretariat will provide and/or mobilize technical support to governments and, specifically, to National Councils or Commissions, in the preparation and conduct of inclusive multi-partner and multi-sectoral reviews.	Increase in number of countries where government-led joint and participatory reviews are conducted	UN Theme Group on HIV/AIDS, Cosponsors, Bilaterals
Develop and/or refine tools and methodologies to ensure comprehensive participatory review and planning processes . The UNAIDS Secretariat will assess existing tools, document current approaches in participatory reviews, document lessons learned, and facilitate (as relevant) the development or refinement of tools and methodologies.	Additional or revised guidelines and tools available and utilized	UN Theme Group on HIV/AIDS, Cosponsors, Bilaterals

Key result: Definition of resource gaps, costing and budgeting of plans, and strategic allocation of resources

Background

Resource gaps—financial and technical—have so far been among the more important obstacles to the scaling-up of effective country responses to HIV/AIDS. The GFATM process and the World Bank MAP underscore a welcome change in the financial, as well as technical, environment. However, while the availability of additional financial resources undoubtedly offers opportunities to significantly scale up the response, it highlights also the importance of ensuring the best possible use of current, as well as new, resources through sound strategic HIV/AIDS planning and management.

Gaps

In this regard, there are some key challenges to, and major gaps in, the effective mobilization and utilization of financial resources. These include (i) having national strategic

frameworks and plans that are updated and dynamic, especially with regard to information on programme priorities, resource needs, funding gaps and opportunities; (ii) costing and budgeting of national plans; and (iii) capacity for strategic allocation of resources. Together, these can only serve to reinforce the ability of countries to assume the all-important leadership and ownership of the response. The key activities that will contribute towards the achievement of this key result are therefore related to these three areas.

Updated and dynamic strategic frameworks and plans

Given the nature and dynamics of the AIDS epidemic, the importance of considering national HIV/AIDS strategic planning as an iterative process at all levels cannot be understated and, consequently, neither can the importance for countries to develop and strengthen strategic planning and management capacity.

Costing and budgeting

Costing of activities and budgeting of national action plans provide managers and decision-makers with an estimate of the financial resources needed for implementing a desired package of activities aimed at achieving a set of objectives over a defined period. A national plan that is well costed and budgeted is clearly a powerful advocacy and resource mobilization tool. However, well-costed plans are the exception rather than the rule. Costing and budgeting should indeed be an integral part of a strategic planning process, as managers need financial information to define priorities and set realistic targets.

Strategic allocation of resources

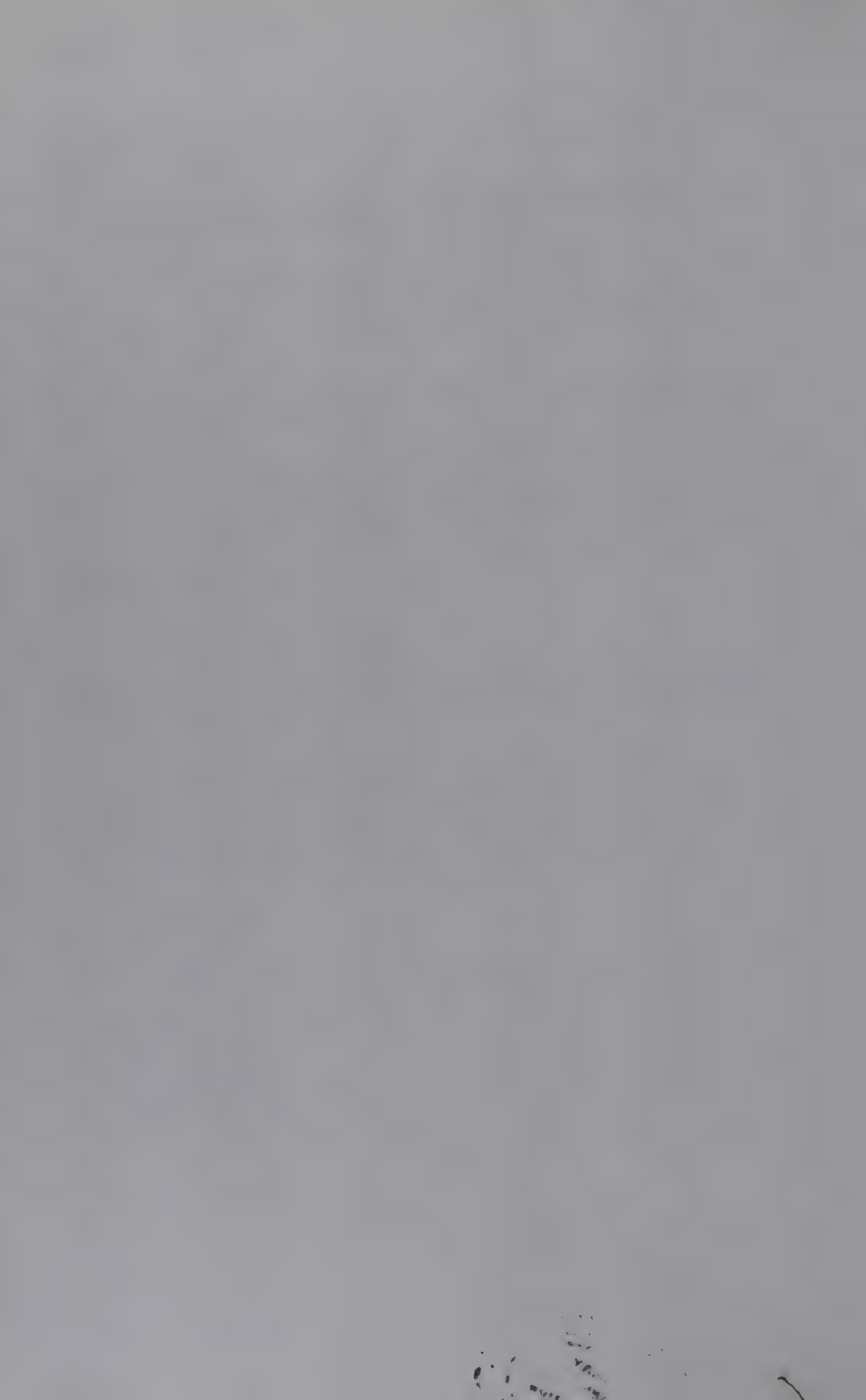
Even if the costing of discrete activity 'units' is realistic, plans are often budgeted without taking into account the level of available resources or what is likely to be available in the short-to-medium term. Many national planning processes focus on absolute needs, thereby resulting in unrealistic budgets.

At the same time, the nature of funding for national plans is such that new or additional resources often become available at short notice. There is therefore an imperative for strengthening the capacity for countries to match or allocate resources as and when they become available (the GFATM and World Bank MAP most notably), with nationally defined priorities and for addressing needs and gaps in ways that achieve their objectives most effectively.

CRD's focus

- 1) To facilitate and support strategic planning processes and strategic management of the response and build or strengthen national capacity therein.
- 2) To support costing and budgeting of national AIDS plans and build, or strengthen, national capacity therein.
- 3) To support and facilitate processes for the strategic allocation of major new resources and build national capacity therein.

Intervention areas	Indicators	Primary partners
Support, and strengthen national capacity for, costing and budgeting of, national plans. The UNAIDS Secretariat will provide and/or broker technical assistance to National AIDS Councils in costing HIV/AIDS activities and budgeting of national plans, and build national capacity therein through subregional training and facilitation of intercountry exchange of experience and expertise.	% of priority countries supported with costing and budgeting plans No. of managers trained on costing and budgeting	Futures Group, SMI/SIF Unit, Cosponsors, Bilaterals
Support, and strengthen national capacity for, strategic allocation of resources. The UNAIDS Secretariat will support the strengthening of national capacity through training on prioritization and resource allocation models such as the GOALS model. It will also provide priority countries with technical support in the practical application of these models, notably in the design of GFATM proposals and other major grant submissions.	% of priority countries supported for the design of Global Fund proposals Number of managers trained on use of GOALS or similar models for resource allocation	GFATM, Cosponsors, UN Theme Group on HIV/AIDS, Futures Group



Strategic Objective 5

To facilitate access to technical and financial resources at country level

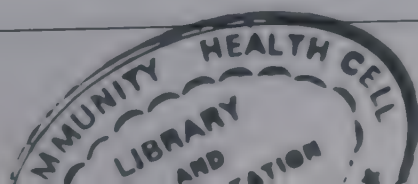
- Key result:** HIV/AIDS integrated and mainstreamed into relevant development frameworks
- Key result:** Countries supported to leverage financial resources
- Key result:** Technical support to partners provided through regional Technical Support Facilities

The Five-Year Evaluation of UNAIDS emphasized the need to strengthen the capacities of countries to plan, coordinate and implement an expanded response to the epidemic through various mechanisms, including increasing access to technical and financial resources in priority areas. The Evaluation also stressed that strengthening the capacities of countries to mobilize technical and financial support for expanded national responses requires a more collaborative approach with other international partners.

With this objective in mind, the Evaluation recommended that provisions be made for “multi-agency technical coordinating facilities” to make available or strengthen country partners’ skills in key areas, including those identified above, as well as others required for the design, development, implementation, monitoring and evaluation of their programme efforts in support of National AIDS Plans. Regional Technical Support Facilities will be established to address the need for strengthened capacities in a range of areas related to scaling up national responses. An area of particular importance to CRD is the strengthening of national partners’ capacity so as to enable such partners to: (i) integrate or mainstream HIV/AIDS into relevant development frameworks; and (ii) mobilize the financial resources needed to expand promising interventions and approaches in the fight against the epidemic, from various sources including the GFATM and the World Bank MAP.

CRD will intensify its support to National AIDS Councils and ministries of planning, development and finance, to integrate HIV/AIDS programmes into national development plans and other major development instruments, such as Poverty Reduction Strategy Papers, Heavily Indebted Poor Country initiatives and Sector-wide Approach Programmes. The potential benefits of giving HIV/AIDS a prominent place in development instruments, such as those mentioned above, are substantial. They include greater political attention to, and increased domestic funding for, the national HIV/AIDS programme, as well as a focus on achieving results in implementing a national HIV/AIDS programme. Crucially, it places HIV/AIDS at the core of the poverty reduction agenda and helps to forge greater consensus among stakeholders on the main strategies and medium-term goals for tackling the HIV/AIDS epidemic.

CRD will also undertake several activities to strengthen the capacities of governments and other stakeholders to leverage financial resources from the GFATM and the MAP. Many countries do not have the financial resources required to take national responses to scale, and their unsuccessful efforts to access the requisite resources to date have been linked to weak components in funding proposals in critical areas, such as strategic planning, costing



of programmes and activities, monitoring and evaluation frameworks, and human resource development planning.

Operational strategy

A crucial component for achieving CRD's strategic objective of facilitating access to technical and financial resources at country level is the establishment of the above-mentioned Technical Support Facilities. Plans are to have such facilities operational in Africa, Eastern Europe and Latin America by the end of 2003 and an additional three others by the end of 2004. Prior to the establishment of the Facilities, the UNAIDS Secretariat will ensure the identification of a cost-effective model for the management and delivery of services, as well as the establishment of the partnerships required to develop, operate, manage and sustain the Facilities. Cosponsors will be invited to fully partner with the UNAIDS Secretariat in the planning and operational phases of the Facilities. Terms of reference for the collaboration are yet to be determined, but the underlying principle should be one of joint ownership and responsibility for shared goals and mutual benefits. Cosponsors and the UNAIDS Secretariat will play complimentary roles in mobilizing technical resources in support of country needs. For example, the Cosponsors and the Secretariat could assist by identifying consultants and resource people (including their own staff) for the provision of technical expertise, and undertaking capacity-building support activities requested by clients (i.e., training, learning exchanges) and marketing the facilities. The UNAIDS Secretariat will ensure the full involvement of Intercountry Teams.

CRD will focus on strengthening capacities in one or more of the following skill sets:

- strategic planning, including costing and budgeting
- financial planning/management
- resource-tracking
- implementation arrangements and absorptive capacity and development
- capacity development (including, but not limited to, human resource management)
- monitoring and evaluation (including impact assessment)
- integrating HIV/AIDS into development frameworks

Key result: HIV/AIDS integrated and mainstreamed into relevant development frameworks

Background

It is recognized that the AIDS epidemic is associated with major development issues, both with regard to the determinants and to the consequences of the epidemic. Therefore, besides the evident rationale for national strategies and plans that specifically address HIV/AIDS and to which national and international resources can be allocated, there is a critical imperative in all settings, regardless of the status of the epidemic, to integrate and mainstream HIV/AIDS-related issues and concerns into relevant development programmes.

Increasingly, countries have begun to integrate HIV/AIDS programmes into national development plans and other major development instruments. UNAIDS has supported these efforts through its work programme, 'Mainstreaming the response to HIV/AIDS', with particular

focus on poverty-reduction strategies, debt-relief agreements and public-sector expenditure frameworks.

Gaps

A review of 25 interim and full Poverty Reduction Strategy Papers (PRSPs) from Africa carried out in 2002 by the World Bank identified a less-than-optimal use of those instruments. There was inadequate attention paid to AIDS and to key issues (such as gender) in the poverty-reduction strategies. Overall, the development of PRSPs remains a major challenge for low-income countries.

Furthermore, of 24 countries now benefiting from the Heavily Indebted Poor Countries (HIPC) initiative, data from 10 African countries show that they are budgeting only about 5% of the HIPC savings for AIDS-related activities, while, in several others, little or no savings have been specifically allocated to HIV/AIDS. At the same time, the Millennium Development Goals and, more recently, the UNGASS Declaration of Commitment on HIV/AIDS provide UNAIDS and UN Country Teams with frameworks, targets and opportunities for working closely with governments to ensure that HIV/AIDS concerns are factored more consistently and realistically into PRSPs and debt-relief agreements.

There are obviously considerable gaps in the effective mainstreaming of HIV/AIDS into key development instruments such as PRSPs. This loss of opportunity is also compounded by the lack of well-costed and budgeted national AIDS plans and, consequently, of the reflection of these costs in overall national budgets and in other key instruments such as medium-term expenditure frameworks.

CRD's focus

- 1) Facilitate and support the development and application of tools to assist countries in effectively integrating or mainstreaming HIV/AIDS into national plans, PRSPs and other development instruments.
- 2) Provide and broker technical support for mainstreaming HIV/AIDS into PRSPs, Medium-term Expenditure Frameworks and national development plans.

Intervention areas	Indicators	Primary partners
Refine or adapt tools and instruments for the effective integration of HIV/AIDS into development instruments . The UNAIDS Secretariat will review existing toolkits for mainstreaming, and will document good practices and lessons learned on their application, and adapt them accordingly.	Mainstreaming toolkit refined or adapted	UNDP World Bank
Provide or broker technical support for mainstreaming HIV/AIDS into national development plans, PRSPs, MEFs , as well as relevant non-health sectors. The UNAIDS Secretariat will provide and/or broker technical support to National AIDS Councils in priority countries in identifying opportunities for HIV mainstreaming into broader development instruments.	Analysis of HIV mainstreaming opportunities in priority countries available % of HIPC countries that devote >10% of debt relief specifically to HIV/AIDS % of HIPC countries whose PRSPs include indicators of the AIDS situation	World Bank UNDP Other Cosponsors M&E Unit

Key result: Countries supported to leverage financial resources

Background

The lack of financial resources presents a key obstacle to scaling up HIV/AIDS programmes. Recognizing this, the PCB specifically requested that the UNAIDS Secretariat present a financial resources analysis in conjunction with the delivery of the Five-Year Evaluation in December 2002. This analysis found that, despite the welcomed additional resources mobilized by the GFATM, the World Bank MAP, increased domestic spending and augmented bilateral allocations, *in 2003 there will still be a US\$3.5 billion gap between “total resource availability and [current] programming capacity”*.

Gaps

There are two overall challenges: first, to be able to plan and present funding needs successfully and, second, to establish efficient financial channelling systems. As part of planning, countries must be able to justify their needs, estimate the expected results of investments, make strategic decisions about the programmatic allocation of scarce resources, and tie all programmes into capacity-building efforts to allow for the management of increased resources in the future. To do so effectively requires the involvement of all stakeholders, including government and nongovernmental partners, faith-based organizations, bilateral agencies, and organizations of people living with HIV/AIDS. Among the key funding opportunities, the World Bank MAP and GFATM will, in particular, require continued assistance. With the GFATM being principally a funding mechanism, UNAIDS has been, and will continue to be, called upon to provide technical assistance with national proposal preparation and monitoring.

CRD’s focus

- 1) To provide assistance during the design phase of proposals to access funds—in particular, for the GFATM and the World Bank MAP, but also for bilateral agencies and other sources.
- 2) To support the participatory governance of major funding sources, such as the Country Coordinating Mechanisms of the GFATM.
- 3) To facilitate government-led participatory reviews of proposals, financial channelling systems, and resource mobilization strategies.

Intervention areas	Indicators	Primary partners
Support, and strengthen national capacity for, the preparation, revision and negotiation of funding proposals . The UNAIDS Secretariat will broker technical support to priority countries for the design and process management of Global Fund proposals, MAP grants, etc.	% of priority countries supported for the design of proposals and/or organization of mobilization events % of countries receiving assistance in successfully accessing funding	Cosponsors including World Bank, UN Theme Groups on HIV/AIDS
Support, and strengthen national capacity for, governance of major investment mechanisms. Together with key stakeholders , the UNAIDS Secretariat will facilitate the documentation and analysis of good practices and lessons learned in the use of mechanisms for management of major funds, including CCMs and Global Fund processes.	% of NACs and similar entities in priority countries receiving technical support in financial management areas % of CCMs, or similar governance mechanisms, in priority countries supported	Cosponsors, UN Theme Groups on HIV/AIDS
Support, and strengthen national capacity for, government-led reviews of effectiveness of implementation mechanisms and activities . The UNAIDS Secretariat will disseminate lessons learned and facilitate exchange and learning between countries.	% of priority countries undertaking reviews Number of learning materials produced	Cosponsors, UN Theme Groups on HIV/AIDS

Key result: Technical support to partners provided through regional Technical Support Facilities

Background

The Five-Year Evaluation of UNAIDS recommended that UNAIDS do more to increase access to, and strengthen existing, technical resources and intensify its support to national governments, civil society and private sector actors in their preparation of funding proposals to the Global Fund, regional development banks, major foundations, the World Bank and other funding sources for HIV/AIDS programmes. Multi-party technical coordinating facilities were specifically identified in the Evaluation as a mechanism to increase the technical resources available to countries in their efforts to scale up national responses to HIV/AIDS.

Responding to country needs, and with the endorsement of the PCB, Technical Support Facilities will be established to respond to country requests for technical expertise and support in priority areas. The Facilities will ensure access to quality-assured consultants in a timely manner, while simultaneously strengthening existing country capacities through a range of strategies such as training and non-formal learning approaches including mentoring, on-the-job training, and horizontal learning exchanges. The Facilities will also provide support to technical resource networks in priority areas to strengthen their capacity to deliver technical assistance in response to country needs and requests.

Gaps

Major impediments to scaling up effective national responses to the epidemic in many countries are:

- 1) the underdeveloped or under-utilized technical capacities of individuals, institutions, service providers, communities, policy-makers and others in critical areas including, but not limited to, strategic planning, costing, monitoring and evaluation, and human resource management; and
- 2) mobilizing sufficient resources from all available sources.

CRD’s focus

- 1) Support the planning and partnership-building processes required for the development, management, operation and financing of regional Technical Support Facilities.
- 2) Oversee the management and operation of regional Technical Support Facilities.

Intervention areas	Indicators	Primary partners
Oversee the establishment, management and operation of regional Technical Support Facilities in each region. UNAIDS (Secretariat, UN Theme Groups, Cosponsors’ regional offices) will facilitate the identification and monitoring of technical needs in regions, and the establishment of regional technical hubs that facilitate timely access by country programmes to relevant know-how and skills.	% of priority countries benefiting from efficient technical support through the regional Technical Support Facilities. National/regional mechanisms and partnerships meeting technical resource needs of countries	Cosponsors ICTs SMI
Ensure the evaluation of the regional Technical Support Facilities. The UNAIDS Secretariat will facilitate a multi-partner review and evaluation of the effectiveness and efficiency of the models and disseminate reports of the evaluations.	Evaluation report completed and report available.	Cosponsors ICTs

Annexes

- Annex 1:** Summary of PCB Recommendations
- Annex 2:** CRD budget 2003–2005
- Annex 3:** Global maps of UNAIDS country presence and expected increase in country level by end of 2005
- Annex 4:** The AIDS crisis in Southern Africa – 10 actions to strengthen the UN system response (endorsed by the UNAIDS Committee of Cosponsoring Organizations in April 2003)
- Annex 5:** The UNAIDS/UNITAR AIDS-competence programme



Annex 1. Summary of PCB Recommendations

Area of work	Summary of PCB Recommendations
National plans	Action 4: Support national governments to incorporate HIV/AIDS as a specific cross-cutting thematic issue to be monitored within national, social and economic development plans, poverty-reduction strategies, MEFs and sector-wide programmes.
Government-led joint reviews	Action 5: Facilitate, and support national governments to lead, periodic reviews of implementation of their National AIDS Plans.
International investments in National AIDS Plans	Action 6: Encourage OECD and other donors to link their funding of country-level HIV/AIDS programmes to the execution of national strategies (in particular, their Poverty Reduction and Development Strategy).
	Action 7: Encourage OECD and other donors, in their HIV/AIDS in-country financial investments that are channeled through UN system agency mechanisms, to give priority to those efforts that are integrated within national PRSPs, MEFs, and are clearly articulated within the UN-ISPs.
UN-ISP	Action 8: Develop a fully integrated UN-ISP, consistent with needs identified in National AIDS Plans, that presents current and proposed support from UN system organizations to the implementation of the National AIDS Strategies.
	Action 9: Request a written annual progress report to the PCB on implementation of the UN-ISP from UN Theme Groups on HIV/AIDS, through the UN Resident Coordinator, in all countries supported by UNAIDS.
Strengthening national data utilization, monitoring, and evaluation capacities	Action 10: Intensify efforts to support country actors in expanding and strengthening their capacities and systems to: monitor the epidemic and the national response; evaluate interventions; and improve the analysis and use of surveillance data.
	Action 12: Take the necessary steps to ensure that the CRIS is developed in consultation with governments and is operational in all countries in most urgent need by the end of 2003.
National partnerships	Action 13: Increase its support to countries for the development of partnerships focused on implementing a national AIDS response plan and involving government, civil society, community-based organizations, the private sector and international actors, with particular attention to the participation of people living with HIV/AIDS. Provide best practice advice on this issue.
Provision of technical resources to support national efforts	Action 14: Include in the next UBW submission provision for increasing technical resources to countries. These resources will flow through the UNAIDS Cosponsors and regional-based mechanisms, coordinated and promoted by the UNAIDS Secretariat. It is envisioned that these efforts will be based on existing regional and national institutional efforts.

Area of work	Summary of PCB Recommendations
Strengthened advocacy at country level	Action 15: Take the necessary steps at country level to support the development, implementation and monitoring of an explicit UN Theme Group advocacy strategy to expand the response on HIV/AIDS for the entire UN system in-country in synergy with the National AIDS Strategy.
	Action 16: Intensify country support for the development and implementation of strategies that engage a range of diverse actors, especially the media and other civil society actors, in more sustainable advocacy approaches in the response to the epidemic.
Promotion of best practices in countries	Action 17: Intensify efforts in countries to promote and support the dissemination of a broad range of best practice documentation through a more coherent multi-agency and multi-partner effort.
Challenges of HIV/AIDS in the context of security, stability and humanitarian response	Action 18: Develop and facilitate interventions that address the challenges of HIV/AIDS prevention, care and treatment in the context of security and stability.
	Action 19: support international humanitarian organizations as well as governments and other actors to take effective action in the context of humanitarian emergencies. Support the development of a strategy and operational plan for a humanitarian response in those specific countries where the impact of the epidemic is substantially compounding the impact of humanitarian emergencies.
Financing programme acceleration	Action 20: continue to expand the Programme Acceleration Fund (PAF) facility and disseminate updated guidelines with a more strategic focus on: <ul style="list-style-type: none"> • programme planning and development; • strengthening of monitoring and evaluation efforts and capacities; • strengthening of partnership development and resource mobilization; and • financing efforts to organize and promote more effectively the technical resources provided through Cosponsor programmes and additional assistance to country-level programming partners to accelerate their efforts.
Theme Group development and accountability	Action 21: Revise, update and clarify the expected method of work for UN Theme Groups on HIV/AIDS, in close collaboration with the UNDG, consistent with the deliberations of the PCB on the Evaluation Report, and in light of the Secretary-General's reform proposals.
Strengthened UN system capacity in countries	Action 22: The UBW submission for the next biennium will include a specific plan and provision for the deployment of the additional financial and staff resources needed to strengthen the capacities of the UN system to support countries where there is most urgent need in the areas of: monitoring and evaluation; resource mobilization and tracking; policy advice and technical services; and partnership development, particularly with civil society and the private sector.
UNAIDS Country Coordinator	Action 23: Immediately make provision to put in place UNAIDS Country Coordinators, starting with countries where there is most urgent need, in order to assist countries to mount and sustain effective expanded scaled-up responses and to provide strategic opportunities for the UN system to contribute to those responses.
Appointments and rotation of Theme Group Chairs	Action 24: In countries where there is most urgent need, the Executive Director, in close consultation with UN Country Resident Coordinators and the respective cosponsoring agency Executive Head, will propose specific agency representatives for non-rotating appointments of more than one year as Chair of the UN Theme Group on HIV/AIDS.

Area of work	Summary of PCB Recommendations
Further training of UN system staff in countries where there is most urgent need	Action 25: The next UBW submission to the PCB will include provision for intensified learning programmes on HIV/AIDS, including orientation of all relevant UN system staff in countries where there is most urgent need.
Regional and intercountry work in support of countries	Action 26: The next UBW submission will reflect revised terms of reference for the UNAIDS area and intercountry teams and related budgetary support, in line with core functions.
Global policy forums and 'horizontal collaboration'	Action 32: Intensify efforts and ensure consistent responses to support policy and strategy development in emerging issues through the convening of, and information support to, policy forums. This will include issues around at-risk and vulnerable populations, support for 'group-to-group' horizontal collaboration and information-sharing between country and regional entities.
Sectoral information and data systems	Action 33: The next UBW will include provision for strengthening data collection and analysis in key sectors at global, regional and country levels—in particular, agriculture and food, education, health and social welfare—including mapping and increasing access to existing data sources, disseminating key analyses, and encouraging the development of consistent and comparable analytic methodologies.
CRIS	Action 34: The next UBW submission to the PCB will include support at global and regional level for the further development and utilization of the CRIS and other instruments.
Improvements in the UBW process	Action 36: regional and country-level estimates of anticipated Cosponsor expenditures to be reflected in the next submission of UBW.



Annex 2. CRD budget 2003–2005

Although, in recent years, there has been evidence of increased financial support for local responses to HIV/AIDS, there remains a major gap between allocated resources and calculated need. This holds true, also, for financial resources committed to global cooperation against HIV/AIDS through UNAIDS.

In order for UNAIDS to ensure that results are demonstrated in its areas of commitment and cooperation, an increase in annual resources to US\$30 million is necessary. This would provide additional resources for UNAIDS Cosponsor leadership in key intervention areas, and would increase the level of effort at country and local levels.

CRD has as its core mandate the facilitation of country-level success. Therefore, increases in UNAIDS resources for the benefit of national HIV/AIDS efforts would necessitate greater CRD mobilization. The CRD Key Results will be accomplished at a nominal level with the approved UBW core budgets; however, these resources are not enough to fully meet the overall targets envisaged at the country level. This must be kept in mind as future additional resources are programmed for country-level results.

CRD Strategic Objective	Key results	Budget 2003 (remaining funds from UBW 2002-2003)	Budget 2004-2005 (approved Core UBW)
To empower leadership for an effective response at the country level	Strengthened National AIDS Coordinating bodies	458,390	1,176,657
	Regional and national leadership initiatives supported to strengthen country responses	350,000	3,887,649
	Enhanced UN joint programming through the development and implementation of the UN-ISP and regional UN action	602,895	835,694
Sub-total		1,411,285	5,900,000
To mobilize and empower country-level public, private, civil society and private sector partnerships	Partnership forums strengthened and expanded at country level by including civil society and the private sector	245,000	1,119,221
	Civil society empowered for social dialogue, policy development and implementation	160,000	880,779
Sub-total		405,000	2,000,000
To enable and strengthen country management of strategic information	Country-specific best practices identified, documented, promoted and utilized	164,264	398,374
	Strategic information generated through country progress reports and regional trends analysis	188,481	601,626
Sub-total		352,745	1,000,000

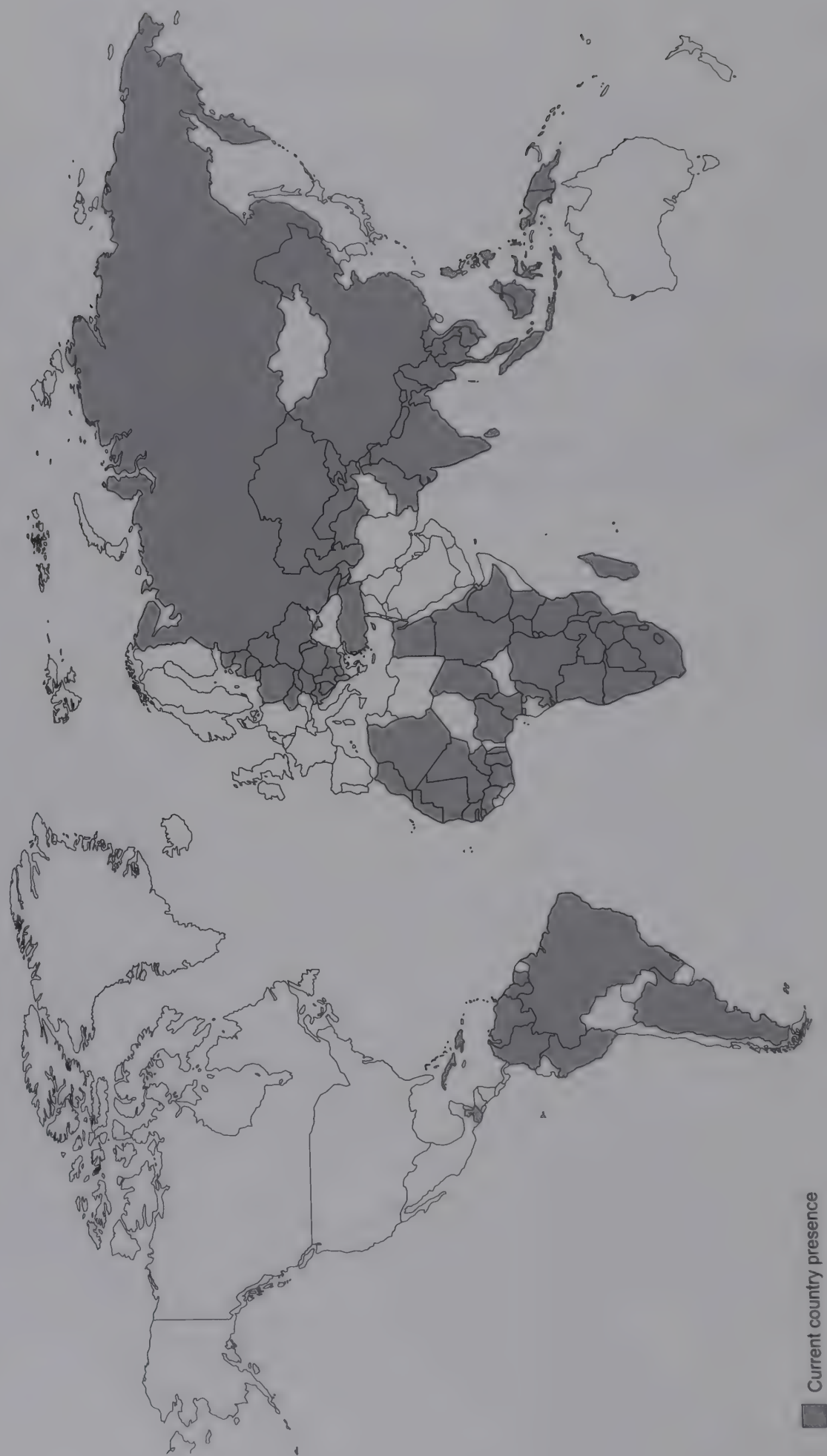
To build capacities to track, monitor and evaluate country responses	Country Response Information System established to track, monitor and evaluate country responses	311,542	2,374,440
	Government-led participatory reviews of country responses conducted	230,000	1,012,873
	Definition of resource gaps, costing and budgeting of plans and strategic allocation of resources	439,720	1,062,687
Sub-total		981,262	4,450,000
To facilitate access to technical and financial resources at country level	HIV/AIDS integrated and mainstreamed into relevant development frameworks	225,000	897,222
	Countries supported to leverage financial resources	423,897	1,999,074
	Technical support to partners provided through regional Technical Support Facilities	1,482,538	3,903,704
Sub-total		2,131,435	6,800,000
	Core country-support services (5%)		700,000
Totals		5,281,727	20,850,000

Annex 3. Global maps of UNAIDS country presence and expected increase in country level by end of 2005

Map 1: Current country presence, June 2003 (see page 66).

Map 2: Proposed UNAIDS capacity enhancement, by country (2003–2005) (see page 67).

Current country presence, June 2003



Proposed UNAIDS capacity enhancement, by country (2003–2005)



Annex 4. The AIDS crisis in Southern Africa – 10 actions to strengthen the UN system response (endorsed by the UNAIDS Committee of Cosponsoring Organizations in April 2003)

Country-level action

1. If not already underway, UN Country Teams to review, collectively and by agency, their portfolio and strategies to ensure that action on AIDS is at the core of the UN system's work. This should be facilitated/assisted by UNAIDS Country Coordinators.
2. The Executive Director of UNAIDS, with the respective Executive Head of the cosponsoring organization and in close collaboration with the Resident Coordinator, to review leadership of the UN Theme Group on HIV/AIDS.
3. Develop and implement joint country responses with harmonized implementation arrangements with other strategic partners. The PCB, in December 2002, underscored the need for a joint UN programme at the country level, which pools expertise and financial resources to support national responses.
4. UN Country Teams to develop advocacy plans, using the moral authority of the UN to advance discussion and public policy debate on key issues—even if sensitive. Plans should map out specific actions for all country representatives.
5. Review placement of existing UNAIDS Secretariat staff to provide additional UN leadership on AIDS and to support the entirety of the UN system's response, ensuring that UNAIDS Country Coordinators are full members of UN Country Teams. UNAIDS staff will be added in key areas, as per the guidance of the PCB decisions of December 2002 and in line with ongoing Unified Budget and Workplan planning. These areas include monitoring and evaluation, partnership building, and resource tracking and mobilization.
6. Joint establishment with selected Cosponsors of the Country Response Information System (CRIS) in at least six countries, allowing for interface with existing databases. CRIS will assist in the systematic collation and analysis of strategic data and information on country situations and responses.
7. Affirm the broadened use of the existing regional and national Vulnerability Assessment Committees (VACs) to assess the extent of AIDS-increased vulnerability of communities in the region. This should include: (i) the identification of highly affected communities; and (ii) through UNAIDS involvement in RIACSO*, assistance with the organization of a regional review of the latest data to advance our collective understanding.
8. UN Country Teams to review, collectively and individually, their portfolios to ensure that issues of women's empowerment are mainstreamed and that specific activities are undertaken to address the needs and roles of women in the prevention, care and treatment of HIV/AIDS, and in the response to the impact of AIDS.
9. Facilitate and support the undertaking of government-led participatory reviews (as was done recently in Malawi) of national plans in view of the need for rapid implementation and absorption of increased resources. At the same time, promote and facilitate the development of sustainable partnership forums to engage dialogue amongst all actors in society. This will also foster a growing sense of public accountability, addressing issues of governance.

* Regional Inter-Agency Coordination and Support Office.

Regional action

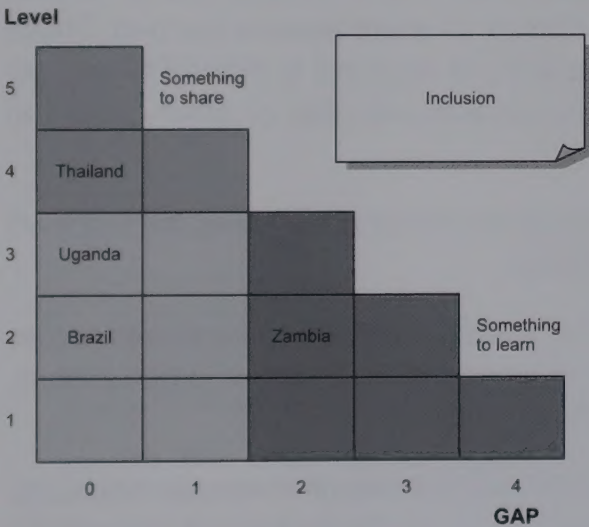
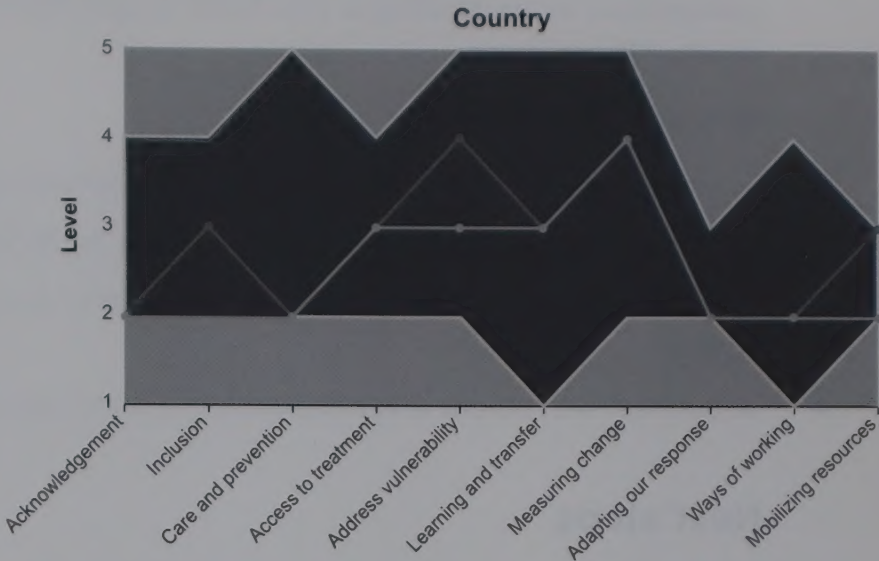
10. Maintain close collaboration between UNAIDS and RIACSO (including the transfer of staff from the UNAIDS Secretariat's Inter-Country Team in Pretoria to bolster HIV/AIDS leadership and support) and define the role of RIACSO after April 2004.

Annex 5. The UNAIDS/UNITAR AIDS-competence programme

UNAIDS and the United Nations Institute for Training and Research (UNITAR) are introducing a programme to develop the human capacity to respond to HIV/AIDS. Our goal is to develop 'AIDS-competent' societies. AIDS competence means that we, as people in families, communities, in organizations and in policy-making, acknowledge the reality of HIV and AIDS, act from strength to build our capacity to respond, reduce vulnerability and risks, learn and share with others and live out our full potential.

As a starting point, we have designed a self-assessment framework to get the various actors sharing and learning about eight practices that we believe are the essence of an AIDS-competent group. This is a simple process to enable people to self-assess where they are already performing good practices and where they might improve. The process will then indicate who

they might learn from to improve their capacity in those practices, by comparing their level of capability with others. As groups progress through the levels, they develop their capacity to deal with HIV and AIDS. The key output is a 'river diagram', which gives a quick summary overview of actual and target scores for each group. The maximum and minimum scores are shown for comparison in the form of banks of the river.



For more detail on a particular practice, a 'stairs diagram' shows group scores and the group's desire for improvement, presenting something to learn and something to share.

People identify which practices they want to develop and they can use technical networks to share electronically, building on the relationships made by study visits and meetings. They can connect with people who have already tried something in their own context, via the 'People-Connector', a global network-gathering system developed in response to HIV/AIDS. By sharing practices, people can together develop something even better.

What are the basic premises of the process?

- Effective responses are grounded in the strengths of communities and in their collaboration with service providers and policy-makers.
- Communities, organizations and people influencing policy can continuously develop human capacity to achieve AIDS competence.
- We can use our own knowledge and experience and adapt those of others so that everyone becomes more competent to deal with HIV and AIDS. Everyone has something to share. Everyone has something to learn.

- Networking with experienced practitioners is a good way to build good practice.

Who is this for?

- Any group (whether a community or an organization) that wants to assess its competence in responding to HIV/AIDS: *local neighbourhoods, young people, a business, health workers, church and government leaders, etc.*
- Any partnership, whether local, regional, national or global, that wants to assess its competence in responding to HIV/AIDS: *a sub-district, a city, a national partnership forum, etc.*

Why use the process?

- To assess your degree of competence and improvement over time
- To set specific targets for improving practices for AIDS competence
- To identify what knowledge you have to share, and what you want to learn from others.
- To connect with others who have already gained experience.

Next steps

Working with in-country partner organizations dedicated to learning from action, the AIDS-Competence Team will focus on: a) facilitation of learning from action; b) self-assessment of AIDS competence; and c) supporting exchange within and between countries.

The team will enable and nurture the facilitation approach to take solid root in countries. In each participating country, a partner organization would work with a National Facilitation Team to support self-assessment of AIDS competence by communities, businesses, service providers and policy-makers, and to enhance their capacity to share lessons learned. These groups will be invited to self-assess their current capacity to respond to HIV/AIDS and set targets for the future. They can compare their current capacity with that of other groups to determine whom they might share with.

Working with the UN and other colleagues who serve technical networks, the team will further develop the capacity to distil and share knowledge.

We will know we have been successful when the level of competence increases across practices at national, district and community level, in countries, in cities and in organizations. In time, this will lead to a reduction in the cases of HIV and AIDS.

If you want to join the programme, contact Jean-Louis Lamboray (lamborayj@unaids.org) or Geoff Parcell (parcellg@unaids.org). We will help connect you to people with something to share. If you want to find out about joining a network and using the E-workspace, contact Marlou De Rouw (derouwm@unaids.org). Charlotte Diez (charlotte.diez@unitar.org) is encouraging cities to join the programme.

Look out for information on 'People-Connector' (<http://www.unaids.org/peopleconnector>), which is a 'yellow pages' directory currently being developed.

The Joint United Nations Programme on HIV/AIDS (UNAIDS) brings together nine UN agencies in a common effort to fight the epidemic: the United Nations Children's Fund (UNICEF), the World Food Programme (WFP), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office on Drugs and Crime (UNODC), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), and the World Bank.

UNAIDS, as a cosponsored programme, unites the responses to the epidemic of its nine cosponsoring organizations and supplements these efforts with special initiatives. Its purpose is to lead and assist an expansion of the international response to HIV/AIDS on all fronts. UNAIDS works with a broad range of partners – governmental and nongovernmental, business, scientific and lay – to share knowledge, skills and best practices across boundaries.



Joint United Nations Programme on HIV/AIDS

UNAIDS

UNICEF • WFP • UNDP • UNFPA • UNODC
ILO • UNESCO • WHO • WORLD BANK

